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COUNTY OF ALAMEDA
FINAL AMENDED BUDGET
2003-2004

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by Susan S. Muranishi, County Administrator
November 2003

Mission Statement

The Board of Supervisors of Alameda County, through the dedication, excellence, and diversity of its employees, is committed to serve the needs of the community and to enhance the quality of life.

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OVERVIEW

COUNTY ADMINISTRATOR'S OFFICE

Susan S. Muranishi, County Administrator *Donna Linton, Assistant County Administrator*

September 26, 2003

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

Dear Board Members:

SUBJECT: APPROVE FY 2003-2004 FINAL/AMENDED BUDGET ADJUSTMENTS

RECOMMENDATIONS:

It is recommended that your Board:

1. Approve the one-time use of contingencies and capital reserves to offset the final State Budget reductions;
2. Authorize the Auditor-Controller to make the financial adjustments detailed in Attachments I and II to reflect the State's final budget allocations;
3. Direct Agency/Department Heads to immediately begin identifying program priorities and developing reduction plans in 5% increments in preparation for FY 2004-2005 budget balancing; and
4. Direct Agency/Department Heads to continue monitoring current year expenditures and revenues and to fill only positions that are critical (life/safety), mandated or cost-effective to generate current year savings to help mitigate anticipated funding reductions in FY 2004-2005.

DISCUSSION/SUMMARY:

On June 20, 2003, your Board adopted the County budget for FY 2003-2004 which closed a $112.6 million funding gap by cutting programs and services and eliminating 320 positions. While the budget was balanced, it contained $52.1 million in one-time strategies that may not be available again in future years, including the use of Fiscal Management Reward savings, liquidation of prior year encumbrances and deferral of capital projects. Our ability to achieve a balanced budget without a significant number of layoffs was in large measure due to the diligent efforts of Agency and Department Heads to closely monitor expenditures and revenues to achieve savings to be used for budget balancing.

A pending factor at budget adoption was the potential for additional reductions caused by State budget actions. On September 13, 2003, the Legislature adjourned after taking a number of actions that will impact the County General Fund by an estimated $27.3 million through funding reductions and revenue losses (Attachment III). The actions by the Governor and State Legislature increased Alameda County's funding gap from $112.6 million to $139.9 million, the largest since FY 1993-94.

FY 2004-05 and Beyond

While the County has closed a funding gap of nearly $140 million this year without significant layoffs, the solution relied on several one-time strategies including Fiscal Management Reward Program savings, liquidation of prior year encumbrances, and suspension of funding for capital projects. The loss of 320 full-time equivalent positions was largely achieved through attrition and Agency/Department Heads' commitment to filling only essential positions.

The economic recovery continues to be sluggish with slow growth in general purpose revenues. The most recent UCLA Anderson forecast reports that California is recovering from the recession more slowly than expected, with faster growth not likely to get under way until well into 2004. While California has lost jobs at a slower pace than the nation, personal income growth has lagged in California. As a result, tax receipts will be less than previously projected. Combined with the pending issues noted above, it is clear that economic recovery will not keep pace with the costs of providing services at both the State and local levels. Therefore, it is critical that departments continue to closely monitor and curtail expenditures and maximize revenues in order to avoid massive program reductions next year. In addition, I am recommending that departments:

- Continue to hold positions vacant, filling only those that are critical to life or safety, mandated or cost effective; and
- Begin prioritizing programs and preparing reduction plans in 5% net county cost increments in anticipation of next year's budget shortfall.

Clearly, counties across the state are faced with a level of fiscal uncertainty that parallels the early 1990s when the recession caused the State to raid local property taxes to satisfy its own budget obligations. Alameda County alone has transferred over $1.9 billion to the Education Revenue Augmentation Fund (ERAF). As a result, your Board will be faced with more difficult decisions as you weigh growing service demands against declining financing. Agency/Department Heads are to be acknowledged and commended for their diligence in monitoring their spending and revenues and maintaining balanced budgets. I strongly urge them to continue these efforts in anticipation of further funding reductions in FY 2004-2005. We will continue to strive to do more with less while maintaining the highest level of services possible within limited financial resources.

FINANCING:

Final/Amended budget adjustments, as detailed in the attached Financial Recommendations reflect a reduction of $23.4 million in the VLF revenue estimate; an appropriation increase of $1.6 million to pay the child support penalty; a reduction of $10.0 million from the Appropriation for Contingencies; and $15.0 million reduction in reserves.

The Final/Amended Budget for all funds totals $1.9 billion and provides funding for 9,006 full-time equivalent positions. The Final/Amended Budget for the General/Grant Funds portion of the budget totals $1.7 billion and provides funding for 7,302 full-time equivalent positions.

Very truly yours,

Susan Muranishi

Susan S. Muranishi
County Administrator

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c: Agency/Department Heads
Budget Work Group
Labor Coalition

Attachment I

2003-04 FINAL AMENDED BUDGET ADJUSTMENTS BASED ON FINAL STATE BUDGET

		General Fund	
	Appropriation	**Revenue**	**Net**
Non Program Financing - deferral of Vehicle License Fee backfill	$ -	$ (23,400,000)	$ 23,400,000
Contingency - SEIU and unrepresented managers COLA deferral	$ (10,000,000)	$ -	$ (10,000,000)
Capital Reserves/Designations	$ -	$ 15,000,000	$ (15,000,000)
Child Support Services - 25% share of federal penalty	$ 1,600,000	$ -	$ 1,600,000
Grand Total	**$ (8,400,000)**	**$ (8,400,000)**	**$ -**

ATTACHMENT II

FINANCIAL RECOMMENDATION **AGENDA DATE:** 9/30/03

Subject of Board Letter: 2003-04 Final Amended Budget Adjustments

BY: 2004 **FUND:** 10000

The use of Designations, as follows:

NAME OF DESIGNATION	ORG	AMOUNT
Capital Reserves/Designations		$15,000,000

The increase (decrease) in anticipated revenue, as follows:

Informational

ORG	ACCT	PROG	PROJ/GR	AMOUNT
130100	451020			($23,400,000)

ORG TOTAL ($23,400,000)

Informational

ORG	ACCT	PROG	PROJ/GR	AMOUNT

ORG TOTAL $0

GRAND TOTAL ANTICIPATED REVENUE ($23,400,000)

The increase (decrease) in appropriations, as follows:

Informational

ORG	ACCT	PROG	PROJ/GR	AMOUNT
900100				($10,000,000)

ORG TOTAL ($10,000,000)

Informational

ORG	ACCT	PROG	PROJ/GR	AMOUNT
330100	610000			$1,600,000

ORG TOTAL $1,600,000

GRAND TOTAL APPROPRIATION ($8,400,000)

ATTACHMENT III

FY 2003-2004
FINAL STATE BUDGET IMPACTS ON ALAMEDA COUNTY - GENERAL FUND

GENERAL FUND PROGRAMS		Impact FY 2003-0 (Millions)
GENERAL IMPACT		
VLF Backfill Loan - Defer 3 months funding-repay 8/15/06	$	16.90
VLF Realignment Backfill - "borrowed" from General Purpose VLF	$	6.50
Subtotal - VLF Shift	**$**	**23.40**
25% Share of Federal Child Support Penalties	$	1.60
Sales Tax Shift ("Triple Flip") - Effective 7/1/04		
Half cent shift to State	$	8.10
ERAF backfill of sales tax shift	$	(8.10)
Subtotal - Sales Tax Shift	$	
Subtotal - General Impact	**$**	**25.00**
PUBLIC PROTECTION PROGRAMS		
Reduce COPS		
District Attorney	$	0.08
Sheriff	$	0.12
DA - Eliminate Office of Criminal Justice Planning-Reduce Funding by 50%	$	0.50
Probation - Increase CYA Sliding Scale Fees From $160 TO $176/Month	$	0.20
Subtotal - Public Protection Programs	**$**	**0.90**
HEALTH CARE PROGRAMS		
Mental Health Managed Care 5% reduction	$	0.50
Alcohol & Drug Reduction	$	0.30
Subtotal - Health Care Programs	**$**	**0.80**
SOCIAL SERVICES AGENCY PROGRAMS*		
Restore CalWORKs & SSI/SSP June 2003 COLA (additional impact on GA)	$	0.47
Reduce Community Care Licensing	$	0.12
Subtotal - Social Services Agency Programs	**$**	**0.59**
GRAND TOTAL - GENERAL FUND PROGRAMS	**$**	**27.29**

*Excludes impact of Final State allocations

COUNTY OF ALAMEDA CALIFORNIA

COUNTY ADMINISTRATOR'S OFFICE

Susan S. Muranishi, County Administrator *Donna Linton, Assistant County Administrator*

June 20, 2003

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

SUBJECT: ADOPTION OF THE 2003-2004 FINAL BUDGET

Dear Board Members:

RECOMMENDATION:

It is recommended that your Board:

1. Approve the allocation of $240,645 from the Public Benefit Fund: $100,000 to support four local initiatives as described below, with the balance of the Fund to be distributed equally among supervisorial district budgets;

2. Adopt the policy statements and directives as presented during your Board's final budget deliberations (see Attachment);

3. Adopt the Capital Improvement Plan for 2003-2008;

4. Authorize the Auditor-Controller to make necessary final adjustments and other technical adjustments as presented during the budget hearings and your Board's deliberations;

5. Adopt the Resolutions approving the fees for the County Service Areas, Benefit Assessment Programs, Vector Control Program, Emergency Medical Services Supplemental and Paramedic Supplemental Special Taxes as presented June 17, 2003; and

6. Adopt the 2003-2004 Final Budget.

DISCUSSION/SUMMARY:

The 2003-2004 Final Budget, which incorporates adjustments approved by your Board during budget deliberations, is balanced. The Final Budget for all funds totals $1.9 billion and provides funding for 9,006 positions. The General/Grant Fund budgets total $1.7 billion and provide funding for 7,302 full-time equivalent positions.

The Budget closes a $112.6 million funding gap, the largest since 1993-94, through a combination of program reductions, Fiscal Management Reward Program savings, and countywide strategies. To the extent possible, your Board's Values-Based Budgeting criteria have been used to develop reductions within each program area. The table below summarizes how the funding gap was closed:

General/Grant Funds

Agency/Department	Net Reductions	Fiscal Mgmt. Reward	Total Reductions (millions)	F.T.E. Reduction
Program Reductions:				
General Government	$ 3.1	$10.7	$13.8	37*
Health Care Services Agency	$14.7	$14.0	$28.7	68
Public Assistance	$20.2	$ 3.5	$23.7	101
Public Protection	$15.5	$ 6.5	$22.0	114
Total Program Reductions	**$53.5**	**$34.7**	**$88.2**	**320**
Countywide Strategies:				
Encumbrances/AFB	$14.0	$0.0	$14.0	---
Capital Projects	$ 3.4	$0.0	$ 3.4	---
Discretionary Countywide Expense	$ 1.0	$0.0	$ 1.0	---
Retirement Adjustment	$ 6.0	$0.0	$ 6.0	---
Total Countywide Strategies	**$24.4**	**$0.0**	**$24.4**	---
GRAND TOTAL	**$77.9**	**$34.7**	**$112.6**	**320**

***includes Internal Service Fund Departments FTE reduction**

Most of the positions eliminated are vacant and Agency and Department Heads are committed to mitigating layoffs if possible through attrition and transfers.

- **Fiscal Management Reward (FMR) Program savings of $34.7 million** were contributed by the Board of Supervisors and nearly all Agencies and Departments and are included in the reductions noted above. These savings are the direct result of Agency/Department Heads' commitment to prudent fiscal management and their anticipation of budget shortfalls related to the economic downturn and the State budget.

- **Countywide Strategies** contribute $24.4 million towards the Proposed Budget balancing strategy:
  - Liquidation of prior year encumbrances and a proposed year-end available fund balance provides a total of $14.0 million in one-time financing.
  - A reduction of $3.4 million by suspending for one year the Board's policy to allocate one percent of discretionary revenue to Capital Projects.
  - A reduction of $1.0 million in discretionary countywide funds will further limit expenditures for membership dues, subscriptions, travel, training and equipment.

- A retirement rate reduction of $6 million results from the Retirement Association's recent decisions and adoption of its 2002 actuarial valuation report, including amortizing the unfunded liability over a 30 rather than 16-year period.

Other countywide strategies were also examined as we struggled to close the funding gap. Some, like reduced work hours, mandatory time-off without pay, or closing County facilities, will require meet and confer with all labor organizations before implementation. These strategies are being pursued in anticipation of further cuts related to State budget actions and to replace one-time funding strategies.

The funding gap was closed using a combination of permanent ongoing program reductions, revenue increases and one-time strategies. Ongoing strategies represent 53.7%, or $60.5 million; and one-time strategies are 46.3%, or $52.1 million.

Board Budget Actions

Your Board amended the Proposed Budget by approving the following:

- One-time allocation of $100,000 from the Public Benefit Fund to support:

$40,000	Social Services Agency – Mass Enrollment Events
$38,000	Health Care Services Agency / Public Health – Reducing Health Disparities: Mothers and Babies
$20,000	Interagency Children's Policy Council – Sexually Exploited Minors Project
$ 2,000	Health Care Services Agency / Public Health – Oakland/Berkeley Community Action to Fight Asthma

During deliberations, your Board agreed that consideration of any funding adjustments should be deferred pending the outcome of the State Budget, and provided a number of directives to staff, as outlined in the Attachment including:

- Restoring $727,449 in funding for Probation's community-based organization contracts and for the restoration of 15 beds at Camp Sweeney offset by eliminating 11.17 FTE vacant funded positions in Adult Probation and reducing discretionary services and supplies;

- Establishing a $300,000 one-time funding pool to provide phase-out support for four Family Assessment contracts and the African Immigrant and Refugee Resource Center to serve CalWORKs clients; and

- Restoring $1.7 million in proposed Sheriff's Department staffing reductions offset with prior year FMR savings.

State Budget

The outcome of the State Budget remains a major pending factor. Discussions in Sacramento currently slate local governments to take a potentially permanent $1.2 billion share of budget cuts on top of our annual ERAF property tax shift. Additionally, there is no guarantee that the VLF trigger will be pulled or that the VLF backfill will continue.

As a result, Agency and Department Heads must continue their efforts to curtail spending and pursue additional revenue in anticipation of State Budget actions that will require further budget cuts. In the interim, I will work with your Board, Agency and Department Heads, and other stakeholders to identify countywide strategies and other options for maintaining a balanced budget for 2003-2004 and begin planning for the next fiscal year.

Looking to the Future

Each year, I highlight some of the noteworthy programs and services funded in the new budget to acknowledge the tremendous level of vital services that are provided to our residents. This year, it is far more challenging to celebrate that effort.

Children's Services

Progress continues to be made in providing a full range of services to improve the well-being of children and families – and we are beginning to see real results. The foster care caseload has decreased nearly 15 percent from over 4,100 children and youth in 1999 - 2000 to approximately 3,500 as of June 2003. These reductions come after several years of efforts to develop new programs, such as Another Road to Safety, the Assessment Center and the Kin-GAP Program that are designed to strengthen families and improve the lives of children. Cost savings in the foster care program is a secondary benefit of these programs.

The Budget also uses tobacco master settlement funds to leverage additional Early Periodic Screening Diagnosis and Treatment (EPSDT) funds to expand school-based mental health services. It is anticipated that intervening earlier to provide targeted services to at-risk youth will prevent more serious problems later.

Capital Projects

Construction has begun to transform a vacant County-owned building into Project YES!, a comprehensive youth empowerment center. It is expected that this project will be completed in the budget year. Following an extensive environmental review process, construction will also begin on a 360-bed Juvenile Justice Facility on County-owned land in San Leandro. We also expect to break ground to construct a new East County Courthouse in Dublin.

While we anticipate numerous accomplishments in the upcoming year, we must be mindful of the growing projected budget imbalance that looms ahead. Program costs will continue to grow at a faster pace than revenues over the next several years. Additionally, the use of one-time financing and the outcome of the State Budget will require that we begin immediately to find ways to further reduce expenditures. Preliminary projections suggest a $75 million budget gap going into the 2004-2005 fiscal year. This gap is projected to grow to almost $200 million by 2008, using conservative assumptions and without knowing the impact of the State budget.

CONCLUSION

I appreciate and thank Agency and Department Heads for their efforts to curtail expenditures in anticipation of this difficult budget year and for their contributions in achieving a balanced budget. In addition, I would like to acknowledge the guidance and support of the Budget Work Group through the difficult process of developing a reduction strategy that will have the least impact on priority programs and County residents. And, on a final note, I would like to thank your Board for the strong support and leadership you have provided during the 2003-2004 budget process as well as your ongoing commitment to an open and inclusive process that has involved all stakeholders.

Very truly yours,

Susan Muranishi

Susan S. Muranishi
County Administrator

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Attachment

c: Agency/Department Heads
Boards and Commissions
Budget Workgroup
Legislative Advocates
Labor Representatives
Community-Based Organizations

ATTACHMENT 1

FY 2003-2004 FINAL BUDGET
BOARD DIRECTIVES

During its final deliberations, the Board of Supervisors provided the following directives to staff:

Probation Department

- Modify the Values-Based Budgeting reduction strategy for the Probation Department to provide for the restoration of $727,449 in funding for community-based organization contracts and for the restoration of 15 beds and 4.58 FTE at Camp Sweeney. These restorations can be accomplished by eliminating 11.17 FTE vacant funded positions in Adult Probation and reducing discretionary services and supplies. This action will include full restoration to the Youth Service Center and Case Management contracts under the TANF program, and will partially restore funding for Local Service Area contracts, per the recommendation of the County Administrator and the Interim Chief Probation Officer (Attachment 2). These modifications will enable the Probation Department to enhance and restructure juvenile services with priority for truancy and other prevention services provided both by the Probation Department and community-based organizations. Further, your Board requested that the Local Planning Council and Probation Department consider flexible, rather than categorical funding of TANF programs.

Social Services Agency

- Establish a $300,000 one-time funding pool to partially restore and provide phase-out support for each of four Family Assessment contracts and the contract with the African Immigrant and Refugee Resource Center per the recommendation of the Director of the Social Services Agency (Attachment 3).

Sheriff's Department

- Restore $1.7 million in proposed staffing reductions financed with $1.7 million in prior year departmental FMR savings.
- Work with the County Administrator, the General Services Agency Director and the County Counsel to refine and expedite the contracting process required to lease out the Glen E. Dyer Detention Facility to a third party, and report back to the Public Protection Committee (Attachment 4).

Superior Court – George E. McDonald Hall of Justice in Alameda

- Meet with the Presiding Judge of the Superior Court to discuss the feasibility of consolidating court operations by closing the George E. McDonald Hall of Justice in Alameda.

Behavioral Health Care Services – Drug and Alcohol Program

- Establish as a priority, restoration of a total of $100,000 in funding to two community-based organizations, Mandana Community Recovery Center (Horizon Services, Inc.) at $40,000 and Community Recovery Services at $60,000 if the State budget outcome does not result in further reductions to Drug and Alcohol Programs.

Public Defender

- Work with the County Administrator's Office to identify or redirect resources to supplement attorney staffing so that Supervising Attorneys are not required to carry caseloads.

COUNTY ADMINISTRATOR'S OFFICE

Susan S. Muranishi, County Administrator *Donna Linton, Assistant County Administrator*

June 5, 2003

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

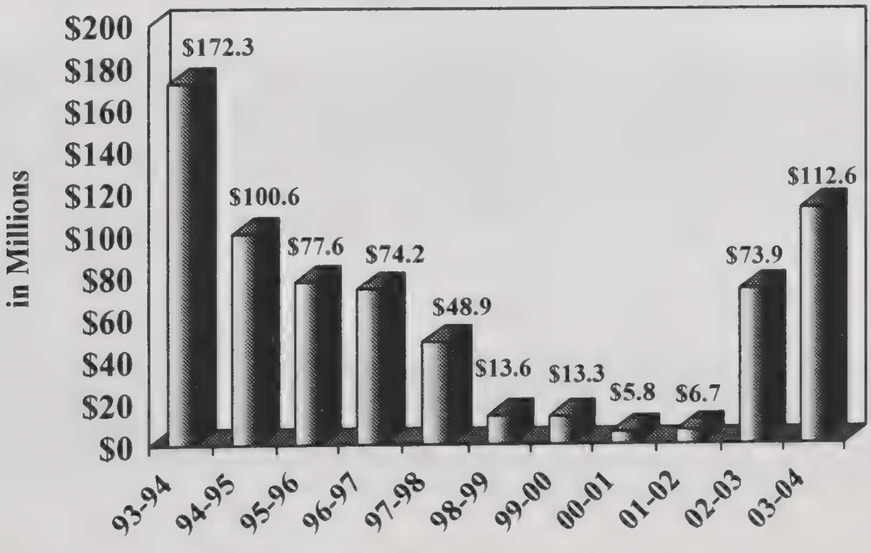
Dear Board Members:

SUBJECT: FISCAL YEAR 2003-2004 PROPOSED BUDGET

Following four years of a steadily improving Alameda County financial outlook, for the second consecutive year I am presenting a Proposed Budget that reflects a deteriorating economy. The effects of a prolonged State and national economic downturn are painfully evident in the FY 2003-04 Proposed Budget that closes a funding gap of $112.6 million - the largest gap since 1993-94 when the County faced a shortfall of $172.3 million.

Alameda County's funding gaps over the past 10 years are directly attributable to the State's action in 1992-93 to address its budget deficit by shifting local property tax revenues from local governments to schools. This shift, known as the Education Revenue Augmentation Fund (ERAF), continues today despite an improved economy and unprecedented State surplus in the late 1990s. Alameda County has shifted $1.6 billion since 1992-93 - the equivalent of about $230 million per year - to enable the State to balance its budget. With the State now facing a staggering $38 billion deficit and few signs of economic recovery, counties are once again faced with more cuts in State funding, increasing service demands and declining revenues.

FUNDING GAPS SINCE ERAF INTERCEPT



The Proposed Budget for FY 2003-2004 is balanced based on our current projections of local revenues and spending requirements. However, it **excludes** the potential impact of actions that the State Legislature and Governor may take to close the State's $38 billion funding gap.

The Proposed Budget reflects significantly lower revenue estimates coupled with major operating cost increases, such as retirement contributions, salaries and benefits, and higher service demands brought on by the depressed economy. To illustrate these trends:

- Property tax revenues are projected to grow only 5% in the budget year as compared to 9-11% percent in the late 1990s.
- Sales tax revenue has declined in the current year by 6% from 2001-02 when the economy was stronger. In addition, Public Safety Sales Tax revenues are projected to be 5% below the budgeted level in the current year and to remain relatively flat next year.
- Motor Vehicle in Lieu revenue, also known as Vehicle License Fees (VLF), is not expected to grow significantly next year; however, the State backfill portion of this revenue is at risk of budget-cutting actions until the State resolves its budget deficit. The loss of this revenue would add another $65-$68 million to the $112.6 million funding gap closed in the Proposed Budget.
- Investment losses portrayed in the County Retirement Association's valuation study are largely responsible for the retirement system's dramatic drop in funded ratio over the past year – from 105.8% in December 2001 to the current under-funded level of 92.5%. This results in a significant increase in the County's contribution to the pension fund, without enhanced benefits.

Unfortunately, most experts do not predict a swift economic turnaround. The Anderson School at UCLA indicates that while the East Bay has been performing well relative to our neighbors, we face the same funding problems and economic issues as the State. In fact, the UCLA Anderson Forecast states that "the largest threat to the recovery of the US, and California in particular, remains the State budget issue. Despite clear warning signs, Sacramento has yet to make tough decisions…In the meantime the deficit continues to grow, with the potential impact on the economy unclear and potentially severe."

Given the multi-year predictions of a slowed economy, the Proposed Budget balances the need to make permanent ongoing reductions whenever practical and the use of one-time funding strategies. My office forecasts a widening gap between County revenues and expenditure requirements over the next five years. We must be cautious about restoring program levels using one-time funds and should regard the one-time strategies as merely allowing for a more gradual decline in program levels rather than as a permanent funding commitment.

OVERVIEW

The Proposed Budget for all funds totals $1.9 billion, an increase of $23.1 million, or 1.2% from the 2002-03 Final/Amended Budget. The General/Grant Fund budgets, from which most programs are funded, total $1.7 billion, an increase of $33.6 million, or 2.0%, from the Final/Amended Budget.

The proposed workforce of 8,973 full-time equivalent positions for all funds represents a net decrease of 213. The General/Grant Funds support 7,276 full-time equivalent positions, a net decrease of 211. These changes reflect mid-year Board-approved increases of 124 positions, fully offset by revenue, and 337 positions eliminated to help close the funding gap.

The Proposed Budget also provides over $280 million for contracts with 267 community-based organizations (CBOs), including cost-of-living adjustments for eligible county-funded programs. Organizations include community-based non-profit providers, cities and school districts, and local hospitals including the Alameda County Medical Center. The Proposed Budget provides $102.4 million for contracts with the Medical Center, including cost-of-living adjustments. A list of all CBO contracts with funding recommendations is contained in the Proposed Budget.

The Proposed Budget also includes a contingency for pending salary and benefits adjustments and a $3.4 million increase in the General Reserve, consistent with your Board's financial management policies.

Closing the Gap

The Proposed Budget closes an estimated $112.6 million funding gap that was projected on the Maintenance of Effort (MOE) funding requirement. The funding gap was determined by identifying the difference between the amount of funding needed to maintain existing programs and available financing. The MOE Budget for General/Grant Funds totals $1.786 billion, an increase of $93.9 million, or 5.5%. Available revenues total $1.674 billion, a decrease of $18.6 million, or 1% .

To the extent possible, your Board's Values-Based Budgeting criteria have been used to develop reductions within each program area. The table below summarizes the total funding reductions and elimination of full-time equivalent (FTE) positions by program area:

General/Grant Funds

Agency/Department	Net County Cost Reductions (millions)	F.T.E. Reduction
General Government	**$ 13.8**	**36.69***
Health Care Services Agency	**$ 28.7**	**68.29**
Public Assistance	**$ 23.7**	**100.51**
Public Protection	**$ 22.0**	**131.46**
Countywide Strategies	**$ 24.4**	**----**
GRAND TOTAL	**$112.6**	**336.93**

*includes Internal Service Fund Departments FTE reduction

Vacant positions that department heads have not filled in anticipation of a funding shortfall are generally the first to be eliminated. Approximately half, 172 of the total of 336.93 full-time equivalent positions proposed for reduction, are currently filled. Every effort is being made to minimize the impact on individual employees by identifying alternative vacant/funded positions and exploring other options to avoid lay-offs, if possible. It is also anticipated that the loss of positions will require some departments to restructure services and realign functions.

The funding gap has been closed using a combination of permanent ongoing program reductions, revenue increases and one-time strategies.

Ongoing Strategies:		
	Program Reductions	$ 49.9
	Departmental Revenues	$ 5.3
	Retirement Contribution Adjustment	$ 6.0
	Discretionary Countywide Expense	$ 1.0
	Subtotal – Ongoing Strategies	**$ 62.2**
One-Time Strategies:		
	Fiscal Management Reward	$ 33.0
	1% Allocation/Capital Projects	$ 3.4
	Liquidate Encumbrances/Available Fund Balance	$ 14.0
	Subtotal – One-Time Strategies	**$ 50.4**
Total Balancing Strategies		**$112.6**

Program Reductions

With revenue declining and service demands increasing, Department Heads have been challenged to develop reduction plans within the framework of Values-Based Budgeting priorities. More detailed information is included in the Values-Based Budgeting, Program and Department sections of the Proposed Budget. A general overview follows:

Health Care – Total reduction of $28.7 million, including the use of $14.0 million Fiscal Management Reward Program savings, and a reduction of 68.29 FTE positions. Examples of services impacted:

Administration/Indigent Health

- Across-the-board reductions in community-based provider funding may result in an overall, though undetermined, reduction in adult indigent health services.

Behavioral Health

- Across-the board reductions in CBO contract funding may result in fewer services provided by these organizations, including services to adults and children and elimination of CBO provider staff.

- Reduction of beds for acute mental health patients, alcohol and drug users, and adolescents will result in redirecting patients to alternative community programs if bed space is not available.
- Elimination of methadone programs serving former SSI clients will eliminate services to some uninsured clients or cause them to be transferred to transitional detoxification services.

Public Health

- Elimination of positions in Public Health may result in a decrease in the number of home visits for children and families, increase the length of time to respond to referrals, and decrease the number of immunization community outreach activities.

Public Assistance – Total reduction of $23.7 million, including the use of $3.5 million Fiscal Management Reward Program savings, and a reduction of 100.51 FTE positions. Many of the proposed reductions will partially or entirely eliminate overmatch in public assistance programs to align expenditures with State/federal funding allocations. Examples of services impacted:

Administration and Finance

- Welfare fraud prevention activities will be reduced by approximately 25% and the District Attorney's Fraud Unit by 15%, resulting in decreased fraud prevention and prosecution activities.

Adult & Aging Services

- Loss of positions will limit the ability to respond to increasing demands for services for elderly and dependent adults.

Children and Family Services

- Reduction in discretionary funds for such items as bus passes and travel expenses for parents to participate in court-mandated activities; access to outside clinicians; respite care for relative caregivers; child abuse prevention services; drug testing and treatment; and community-based emergency response services during evenings, weekends and holidays.

Medi-Cal and Benefits Administration

- Elimination of CalWORKs positions will diminish the Agency's ability to administer basic welfare programs and reduce the ability to connect welfare recipients to jobs.

Workforce and Human Services

- Reductions in the CalWORKs program will reduce social workers and client advocates who assist clients with barriers to employment and connect them to available supportive services, including mental health, substance abuse and domestic violence.
- CalWORKs community-based contract reductions will scale back employment services that help clients find and keep jobs, outreach to families in sanctioned status, and provide vocational assessment and transportation.
- Elimination of drop-in child care services at Self-Sufficiency Centers will require parents to bring their children with them to appointments or make other arrangements; more than 8,000 children per year utilize this service.

Public Protection – Total reduction of $22.0 million, including the use of $4.8 million Fiscal Management Reward Program savings, and a reduction of 131.46 FTE positions. Examples of services impacted:

District Attorney and Public Defender

- Reduced attorney and investigator staffing levels may affect the ability to staff smaller branch courts. Specialized prosecutor teams will be reduced, resulting in diminished legal coordination in the investigation and prosecution of some serious offenses, including child sexual abuse and special investigation cases.

Probation Department

- Funding for prevention services provided by community-based organizations will be reduced and redirected to support programs for truants and high-risk youth.
- The Weekend Training Academy program, a community service alternative to detention for youthful offenders, will be eliminated.
- A reduction in the budgeted capacity at Camp Sweeney from 80 to 45 minors may result in higher use of alternative placement options.

Sheriff

- Support services reductions in various Santa Rita Jail programs, including Maximizing Opportunities for Mothers to Succeed (MOMS); out-of-county prisoner pick-up; processing inmates in and out of custody; reduced lobby hours; and the Community Re-Entry Center.
- Other support services reductions may affect services at Eden Township Substation, including parking enforcement and responding to citizen reports.

General Government – Total reduction of $13.8 million, including the use of $10.7 million Fiscal Management Reward Program savings, and a reduction of 36.69 FTE positions. Examples of services impacted:

- For most departments, reduced funding for staffing and operating costs will mean fewer staff during peak workload periods, such as processing property tax bills and recordable documents and claims, and conducting elections.
- Many of the reductions in General Government will impact services provided to other County agencies and departments, such as routine building maintenance; a reduced fleet of vehicles for employees conducting County business; classification studies and recruitment for key positions: and maintaining and upgrading countywide automated systems and networks.
- The Community Development Agency will use a staged approach towards the Castro Valley Plan Update and defer development of site and mitigation policies, which may delay addressing some community concerns.

Fiscal Management Reward (FMR) Savings

The Board's Fiscal Management Reward Program allows General Fund departments to carry over savings each fiscal year to be used for budget balancing, one-time expenditures and program enhancements. Through prudent management and careful planning, County agencies/departments have contributed $33.0 million of their prior year savings towards balancing the budget. While the use of these funds will mitigate more severe program reductions, the full amount of savings may not materialize in future years.

Fiscal Management Reward Program savings contributed towards FY 2003-04 budget balancing:

Health Care Services Agency	$14.0
General Government	$10.7
Public Protection	$ 4.8
Public Assistance	$ 3.5
Total FMR	$33.0 million

Countywide Strategies

In addition to program reductions and the use of Fiscal Management Reward savings, countywide strategies contribute $24.4 million towards the Proposed Budget balancing strategy.

- A retirement rate reduction of $6 million results from the Retirement Association's recent decisions related to its actuarial valuation report, including amortizing the unfunded liability over a 30 rather than 16-year period.
- A reduction of $3.4 million by suspending for one year the Board's policy to allocate one percent of discretionary revenue to Capital Projects.
- A reduction of $1.0 million in discretionary countywide funds will further limit expenditures for membership dues, subscriptions, travel, training and equipment.
- Liquidation of prior year encumbrances and a proposed year-end available fund balance provides a total of $14.0 million in one-time financing.

Other countywide strategies were also examined as we struggled to close the funding gap. Some, like reduced work hours, mandatory time off without pay, or closing County facilities, will require meet and confer with all labor organizations before implementation. These strategies should be pursued in anticipation of further cuts related to State budget actions and to replace one-time funding strategies. Additionally, the use of General Reserve funds and interest earnings from the Surplus Property Development Trust Fund were reviewed but are not considered prudent if the County wants to earn the highest credit ratings possible. Maintaining the County's limited reserve funds and financial integrity is of paramount importance given the State's deteriorating financial position and declining credit ratings.

State/Federal Budget Impacts

With almost 50% of the County's revenue coming from the State and federal governments, the County must rely on these sources to provide a broad array of services mandated by those governmental entities. Thus, the County is subject to severe cutbacks when the State and/or federal governments suffer significant funding shortfalls.

Federal Funding - While the $350 billion tax bill recently passed by Congress may provide some relief to taxpayers, the federal government has not addressed an estimated $300 billion federal deficit. As a result, we remain susceptible to more severe program reductions related to lower federal allocations in future years.

State Budget - The Governor's January budget included a number of proposals to address the State's shortfall of $34.6 billion. It contained numerous reductions in health, welfare and transportation programs. Of particular significance to counties was a proposal to reduce the Vehicle License Fee (VLF) backfill to cities and counties beginning in February 2003. However, the Legislature failed to enact this and other mid-year proposals, and the VLF backfill payments to counties continue this fiscal year.

In the Governor's May Revision, the estimated funding gap climbed from $34.6 billion to $38.2 billion primarily due to caseload and other cost increases, partially offset with higher income and other taxes. The updated budget contains several significant changes from the January proposal, including carrying over $10.7 billion of the deficit into future years by issuing a deficit financing bond. While the May Revision suggests the VLF trigger will be pulled, there is still no guarantee of continued VLF backfill. The May Revision appears to lessen the impact on local government; however, we remain concerned that until the State makes long-term structural and fiscal reforms, counties remain vulnerable to future raids on limited local resources.

Recommendations

The FY 2003-2004 Proposed Budget represents the commitment of agencies and departments to continue providing vital services to the County's residents within very limited resources. The Proposed Budget is balanced, but will require significant program and service reductions and elimination of over 300 positions. The Proposed Budget reflects the input of members of the Budget Work Group, Agency and Department Heads, and other County stakeholders.

Approximately 45%, or $50.4 million, of the of the $112.6 million funding gap has been closed with the use of one-time funds that may not be available in future years. In addition, the County remains extremely vulnerable to additional reductions next year necessitated by the State's actions to address its own unprecedented budget deficit.

As you hold public hearings and deliberate the Proposed Budget, your Board must make some difficult choices. I am confident, however, that with your Board's leadership, Alameda County will maintain the critical balance between service demands and limited financial resources.

Therefore, it is recommended that your Board:

1. Receive the Proposed Budget for FY 2003-2004 for review pending public hearings;

2. Set public hearings on the Proposed Budget to commence on June 16, 2003 at 9:30 a.m. as outlined in Attachment 2; and

3. Schedule public hearings to set charges for Emergency Medical Services, Vector Control, Flood Control Districts, Urban Runoff Clean Water Program, County Service Areas, Fire EMS, Traffic Mitigation and Lead Abatement for Tuesday, June 17, 2003 at 1:30 p.m.

Very truly yours,

Susan Muranishi

Susan S. Muranishi
County Administrator

SSM:DL:JW:bl

c: Agency and Department Heads
Budget Work Group
Legislative Advocates
Community-Based Organizations
Labor Representatives
City Managers

Attachment 1

GOVERNOR'S MAY REVISION

Vehicle License Fee Backfill: The Governor assumes the VLF trigger will increase the VLF to the pre-1998 level thus allowing the State to cease backfill payments to cities and counties. However, there is backfill guarantee and the flow of VLF revenues remains a concern. VLF revenue represents approximately 24% of Alameda County's discretionary revenue and the Governor's earlier proposed reduction would have reduced this revenue by $65-68 million.

Realignment: The Governor scaled back his proposal to realign programs and reduced the $8.3 billion in proposals to $1.8 billion. Programs now proposed for realignment include Children's System of Care, Integrated Services for Homeless Adults (Mental Health); Child Abuse Prevention, Intervention and Treatment; Foster Care administration and grants; Child Welfare services; Adult Protective Services; CalWORKs grants, employment services and administration. The Governor is proposing to give counties additional discretion in administration of these programs and fund them with increases in the personal income tax for the highest tax bracket and a new tax on tobacco.

Criminal Justice Programs: The May Revision assumes continued funding for the Juvenile Justice and Citizens' Option for Public Safety (COPS), as well as current level of funding for local law enforcement technology and equipment purchases. In addition, a January proposal to impose inflationary adjustments to sliding scale fees for commitments to the California Youth Authority remains. The May Revision also maintains the January proposal to eliminate Standards and Training for Corrections Programs (STC) reimbursements to counties and restores funding for the Commission on Peace Officers Standards and Training budget.

State Mandates: The May Revision continues deferral of payment for mandate obligations for prior years as well as 2003-04. The Governor will pursue suspension or repeal of 34 mandates in 2004-05. Because this reduction was made in 2002-03, no revenue from this source was included in the County's 2003-04 Proposed Budget. However, it represents the loss of approximately $7.4 million.

Health and Welfare Programs: The Governor proposed to restore a 6.2% reduction in grants for SSI/SSP and CalWORKs. The budget assumes childcare savings from family fee increases, reimbursement rate reductions and eligibility changes. In Health Services, the Governor would shift Medi-Cal accounting from an accrual to a cash basis for a one-time savings; restores funding to continue the Medi-Cal expansion; and delays imposition of Medi-Cal provider rate reductions.

Child Support Penalties: The Governor continues to propose to pass through 25% of the federal penalty for the State's failure to implement a statewide automation system to track child support cases. Alameda County's share would be $1.6 million and the reduction would have to come from the General Fund.

Transportation: The May Revision transfers Proposition 42 sales tax revenue for transportation projects to fund $207 million in projects. The remaining Proposition 42 funds would remain in the State's General Fund with an obligation to repay the Transportation Fund by June 30, 2009.

Attachment 2

FISCAL YEAR 2003-04
COUNTY BUDGET HEARING SCHEDULE

Date/Time	**Program**
• Thursday, June 5, 10:00 a.m.	Presentation of Proposed Budget
• Monday, June 16	
9:30 a.m.	Opening Comments Public Assistance
1:30 p.m.	Public Protection
• Tuesday, June 17, 1:30 p.m.	Health Care* General Government** Other Issues/Final Adjustments
• Thursday, June 19, 10:00 a.m.	Final Deliberations
• Friday, June 20, 10:00 a.m.	Final Budget Adoption

* Includes public hearing to set charges for EMS and Vector Control

** Includes public hearing to set charges for flood control districts, Urban Runoff Clean Water program, county service areas, Fire EMS tax, Traffic Mitigation fee and lead abatement

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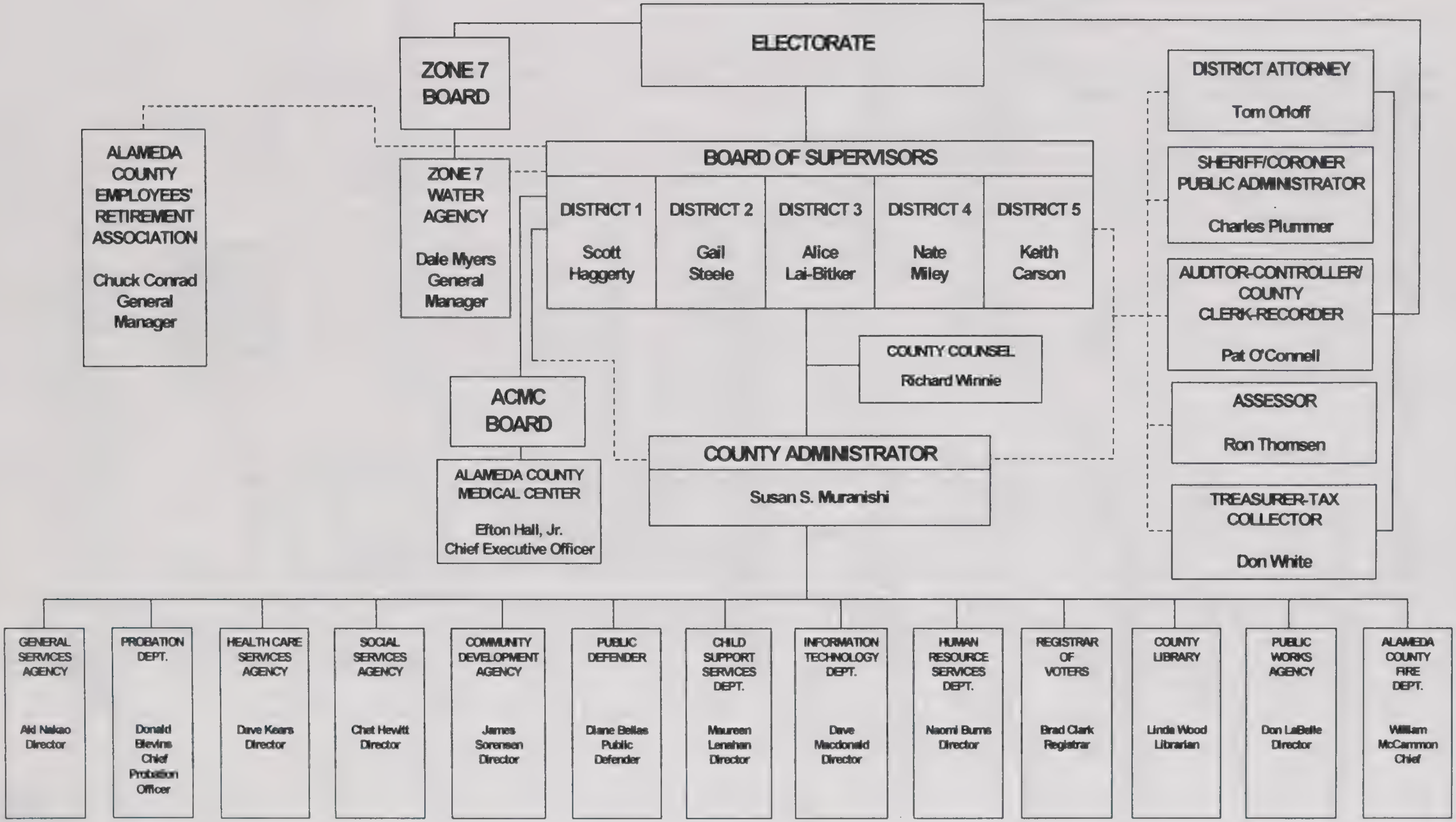
COUNTY OVERVIEW

COUNTY GOVERNMENT OVERVIEW


ELECTORATE
ZONE 7 BOARD
ALAMEDA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
Chuck Conrad General Manager
ZONE 7 WATER AGENCY
Dale Myers General Manager
BOARD OF SUPERVISORS
DISTRICT 1
Scott Haggerty
DISTRICT 2
Gail Steele
DISTRICT 3
Alice Lai-Bitker
DISTRICT 4
Nate Miley
DISTRICT 5
Keith Carson
DISTRICT ATTORNEY
Tom Orloff
SHERIFF/CORONER PUBLIC ADMINISTRATOR
Charles Plummer
AUDITOR-CONTROLLER/ COUNTY CLERK-RECORDER
Pat O'Connell
ASSESSOR
Ron Thomsen
TREASURER-TAX COLLECTOR
Don White
COUNTY COUNSEL
Richard Winnie
ACMC BOARD
ALAMEDA COUNTY MEDICAL CENTER
Efton Hall, Jr. Chief Executive Officer
COUNTY ADMINISTRATOR
Susan S. Muranishi
GENERAL SERVICES AGENCY
Aki Nakao Director
PROBATION DEPT.
Donald Blevins Chief Probation Officer
HEALTH CARE SERVICES AGENCY
Dave Kears Director
SOCIAL SERVICES AGENCY
Chet Hewitt Director
COMMUNITY DEVELOPMENT AGENCY
James Sorensen Director
PUBLIC DEFENDER
Diane Bellas Public Defender
CHILD SUPPORT SERVICES DEPT.
Maureen Lenahan Director
INFORMATION TECHNOLOGY DEPT.
Dave Macdonald Director
HUMAN RESOURCE SERVICES DEPT.
Naomi Burns Director
REGISTRAR OF VOTERS
Brad Clark Registrar
COUNTY LIBRARY
Linda Wood Librarian
PUBLIC WORKS AGENCY
Don LaBelle Director
ALAMEDA COUNTY FIRE DEPT.
William McCammon Chief

ALAMEDA COUNTY VITAL STATISTICS

- Date of Incorporation: March 25, 1853

- Area: 813 sq. miles

- Population: 1,479,100
    - Incorporated 1,340,700
    - Unincorporated 138,400

- Main Unincorporated Areas:
    - Ashland
    - Castro Valley
    - Cherryland
    - San Lorenzo
    - Fairview
    - Sunol

- Cities:
    - Alameda
    - Albany
    - Berkeley
    - Dublin
    - Emeryville
    - Fremont
    - Hayward
    - Livermore
    - Newark
    - Oakland
    - Piedmont
    - Pleasanton
    - San Leandro
    - Union City

- Public Transportation:
    - Bay Area Rapid Transit District (BART)
    - AC Transit (Bus Line)
    - Union City Transit (Bus Line)
    - Wheels (Bus Line)

- Economic Data:
    - Average Unemployment Rate, 2002: 6.8%
    - Estimated Total Employment, 2002: 715,200
    - Labor Force & Industry Employment, 2002: 709,100

800	Farm
39,200	Construction and mining
97,000	Manufacturing
44,300	Transportation, utilities, communications
55,700	Wholesale trade
106,100	Retail trade
29,300	Finance, real estate, and insurance
208,700	Services
128,000	Government

- Per Capita Income, 2000: $38,624

- Inflation Rate, Consumer Price Index for All Urban (San Francisco-Oakland-San Jose)
  February 2003: 197.7
  February 2002: 191.3
  Change 2002-2003: 3%

- Taxable Retail Sales, 2001:

	Sales	Permits
Unincorporated Areas	$ 630,548,000	1,871
Cities (14)	$19,182,309,000	39,208
Unallocated	$ 2,945,228,000	
County Total:	$22,758,085,000	41,079

- County Government:
    - Number of County Budgeted Positions: 9,006.25
    - Final Amended Budget 2003-2004: $1,911,918,509

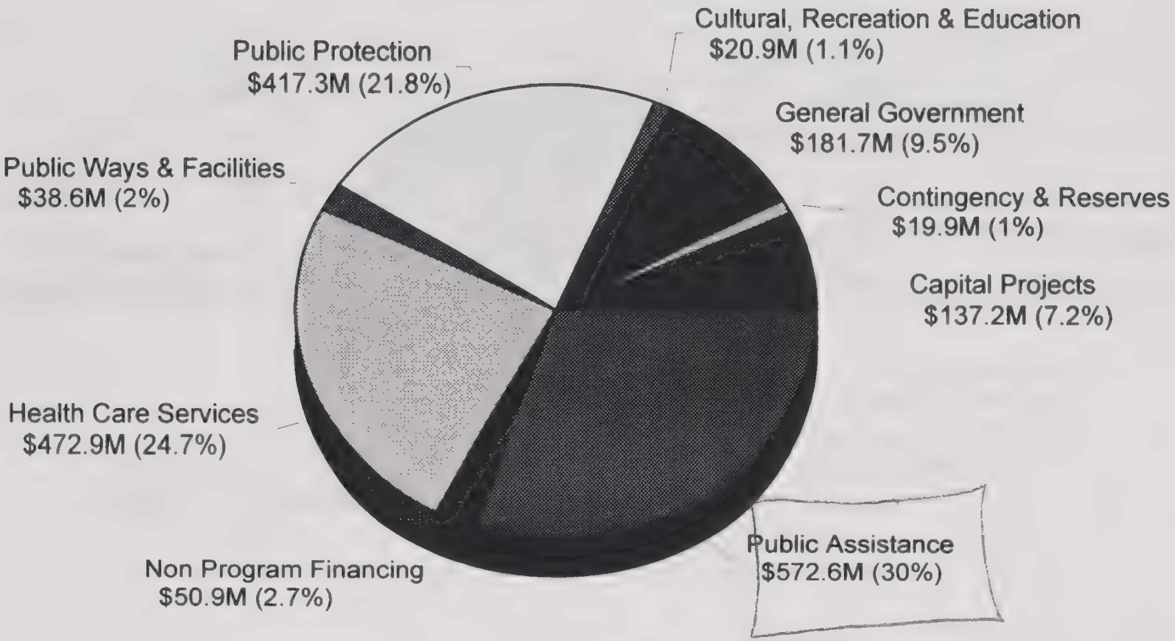
BUDGET EQUATION
ALAMEDA COUNTY 2003-04 FINAL AMENDED BUDGET
(in Millions)

Fund	Expenditure Requirements	+	Contingency	+	Designation	=	TOTAL	=	AFB	+	Miscellaneous Revenue	+	Designation Cancellation	+	Property Taxes
General Fund	$1,601.99		$16.51		$3.38		**$1,621.88**		$13.98		$1,349.50		$39.62		$227.18
Grant Funds	$104.38		$0.00		$0.00		**$104.38**		$0.00		$104.38		$0.00		$0.00
Total General & Grant Funds	$1,706.37		$16.51		$3.38		**$1,726.26**		$13.98		$1,453.88		$39.62		$227.18
Capital Projects Funds	$79.76		$0.00		$0.00		**$79.76**		$10.56		$68.52		$0.68		$0.00
Fish and Game Fund	$0.08		$0.00		$0.00		**$0.08**		$0.07		$0.01		$0.00		$0.00
Road Fund	$38.60		$0.00		$0.00		**$38.60**		$1.96		$36.63		$0.00		$0.00
Library Fund	$20.54		$0.00		$0.00		**$20.54**		$3.01		$5.57		$0.00		$11.97
Library Special Tax Zone	$0.38		$0.00		$0.00		**$0.38**		$0.03		$0.12		$0.00		$0.23
Property Development	$46.30		$0.00		$0.00		**$46.30**		$0.00		$46.30		$0.00		$0.00
Total	$1,892.03		$16.51		$3.38		**$1,911.92**		$29.62		$1,587.63		$55.31		$239.37

2003-04 FINAL AMENDED BUDGET – APPROPRIATION BY PROGRAM

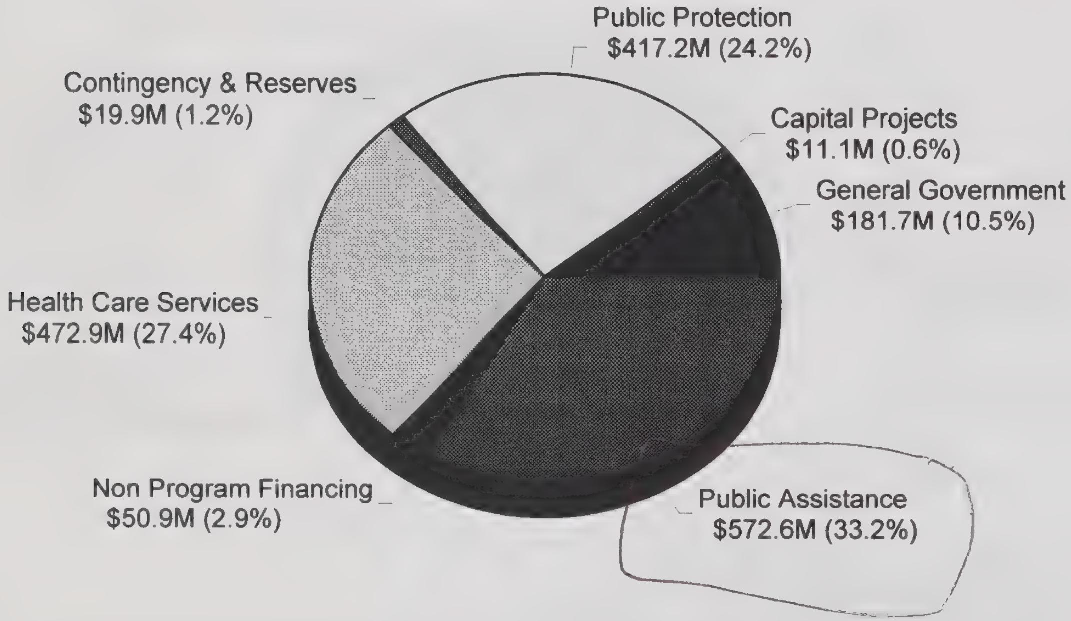
Program	General Funds	Capital Projects	Fish and Game Fund	Road Fund	Library Fund	Grant Funds	Library Special Tax Zone	Property Development	Total Appropriation	Percentage of Total
Capital Projects	$11,096,843	$79,762,016						$46,300,000	**$137,158,859**	**7.2%**
Cultural, Recreation & Education					$20,538,961		$380,319		**$20,919,280**	**1.1%**
General Government	$139,191,007					$42,490,467			**$181,681,474**	**9.5%**
Health Care Services	$438,270,506					$34,624,576			**$472,895,082**	**24.7%**
Non Program Financing	$50,854,154								**$50,854,154**	**2.7%**
Public Assistance	$562,567,796					$10,059,258			**$572,627,054**	**30.0%**
Public Protection	$400,012,881		$78,526			$17,205,760			**$417,297,167**	**21.8%**
Public Ways & Facilities				$38,595,058					**$38,595,058**	**2.0%**
Contingency & Reserves	$19,890,381								**$19,890,381**	**1.0%**
Total Budget	**$1,621,883,568**	**$79,762,016**	**$78,526**	**$38,595,058**	**$20,538,961**	**$104,380,061**	**$380,319**	**$46,300,000**	**$1,911,918,509**	**100.0%**

2003-04 FINAL AMENDED BUDGET APPROPRIATION BY PROGRAM - ALL FUNDS



TOTAL APPROPRIATION: $1,911,918,509

2003-04 FINAL AMENDED BUDGET - GENERAL/GRANT FUNDS TOTAL APPROPRIATION BY PROGRAM

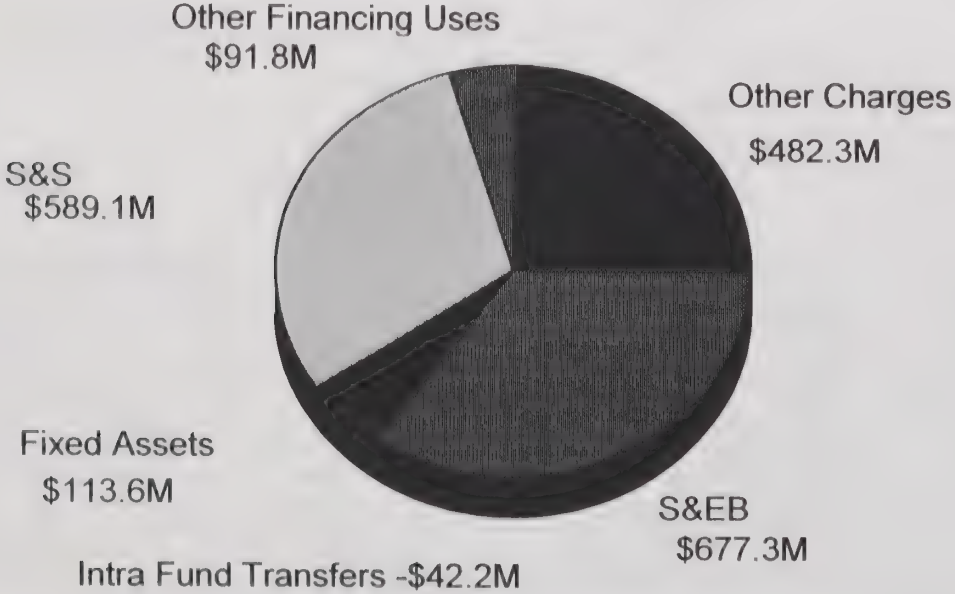


TOTAL APPROPRIATION: $1,726,263,629

2003-04 FINAL AMENDED BUDGET – APPROPRIATION BY MAJOR OBJECT

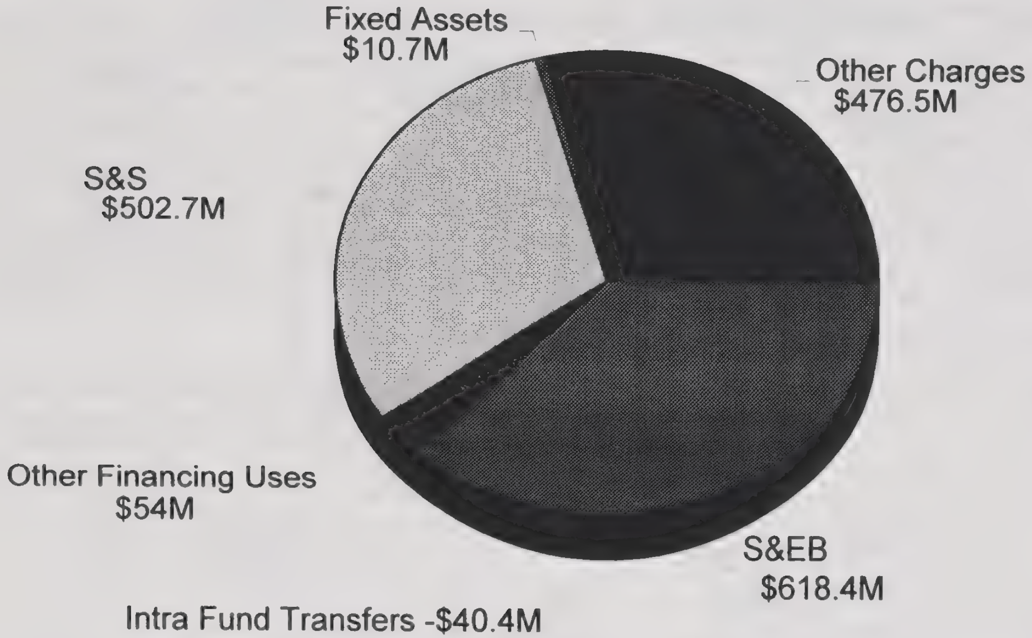
Major Object	General Funds	Capital Projects	Fish and Game Fund	Road Fund	Library Fund	Grant Funds	Library Special Tax Zone	Property Development	Total Appropriation	Percentage of Total
S&EB	$618,364,231	$0	$0	$14,959,778	$14,225,755	$29,768,322	$0	$21,500	$677,339,586	35.4%
S&S	$502,725,041	$3,000,000	$78,526	$21,008,556	$5,407,328	$53,151,089	$306,319	$3,420,500	$589,097,359	30.8%
Other Charges	$476,521,418	$0	$0	$452,860	$722,703	$4,599,073	$0	$0	$482,296,054	25.2%
Fixed Assets	$10,742,579	$76,762,016	$0	$693,480	$183,175	$4,119,200	$74,000	$21,000,000	$113,574,450	5.9%
Intra Fund Transfers	($40,445,320)	$0	$0	($1,763,130)	$0	$0	$0	$0	($42,208,450)	-2.2%
Other Financing Uses	$53,975,619	$0	$0	$3,243,514	$0	$12,742,377	$0	$21,858,000	$91,819,510	4.8%
Total Budget	$1,621,883,568	$79,762,016	$78,526	$38,595,058	$20,538,961	$104,380,061	$380,319	$46,300,000	$1,911,918,509	100.0%

2003-04 FINAL AMENDED BUDGET APPROPRIATION BY OBJECT - ALL FUNDS



TOTAL APPROPRIATION: $1,911,918,509

2003-04 FINAL AMENDED BUDGET - GENERAL/GRANT FUNDS APPROPRIATION BY MAJOR OBJECT

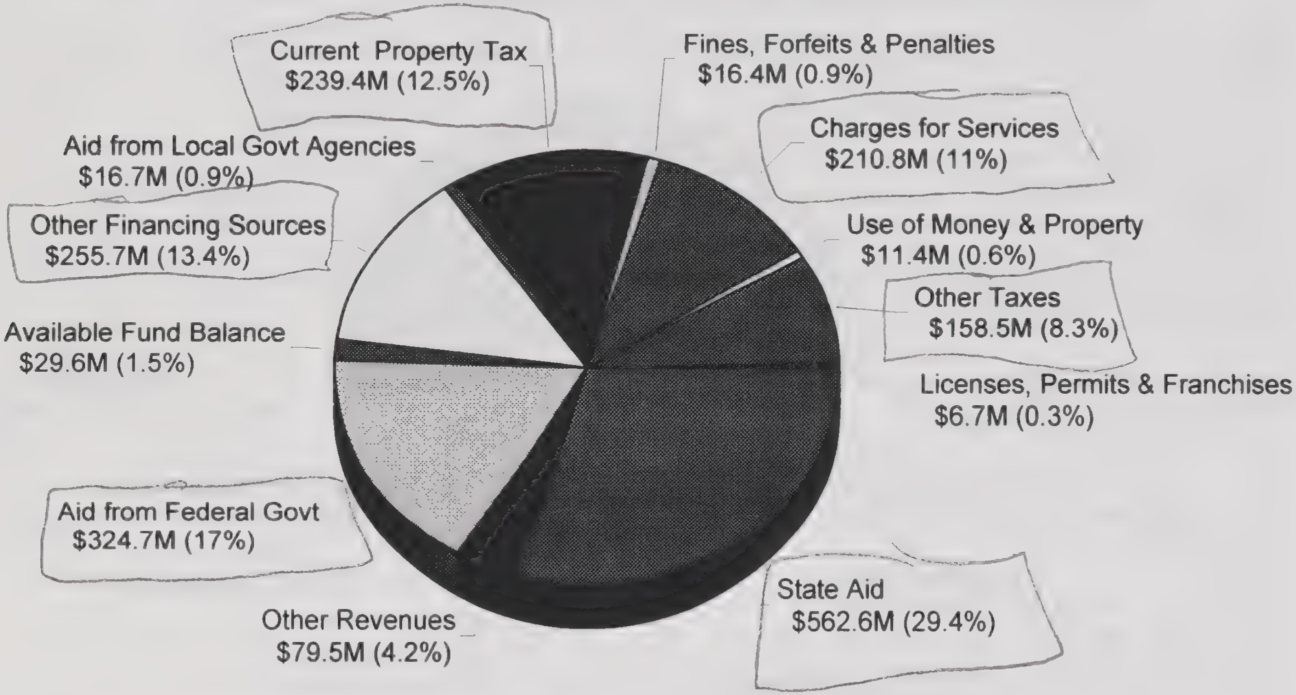


TOTAL APPROPRIATION: $1,726,263,629

2003-04 FINAL AMENDED BUDGET – TOTAL AVAILABLE FINANCING BY SOURCE

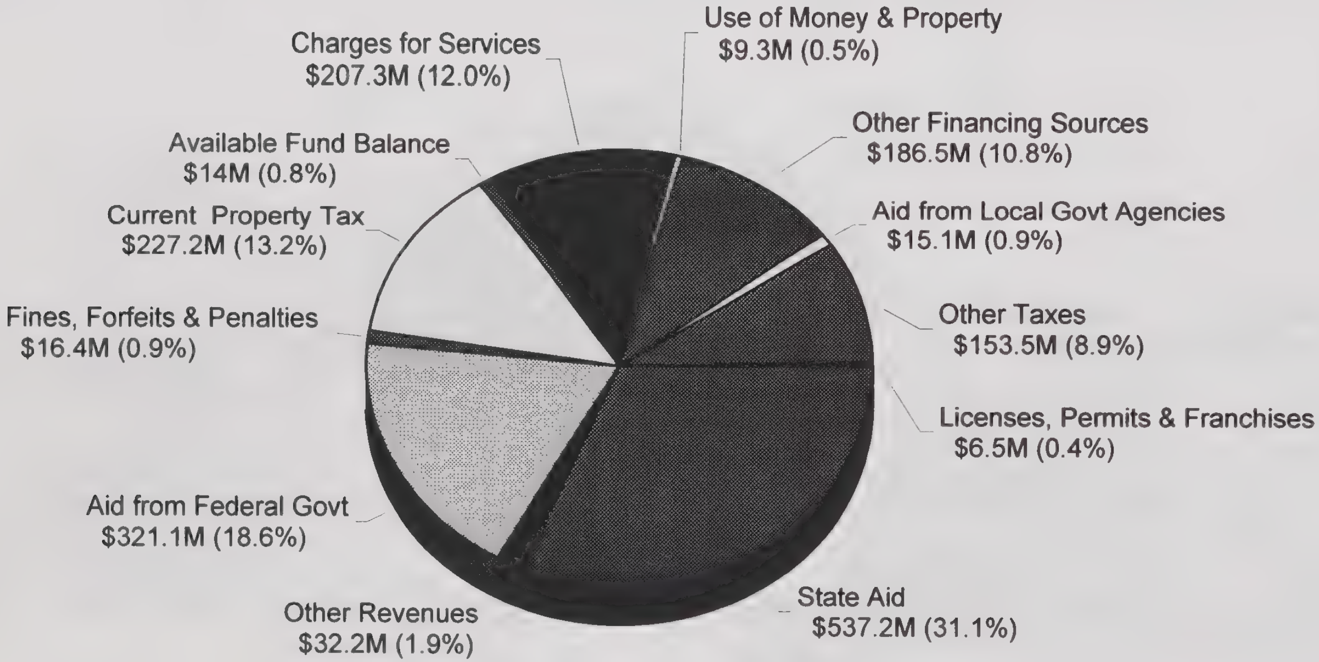
Source	General Funds	Capital Projects	Fish and Game Fund	Road Fund	Library Fund	Grant Funds	Library Special Tax Zone	Property Development	Total Financing	Percentage of Total
State Aid	$509,041,807			$25,118,804	$273,040	$28,122,592	$2,776		**$562,559,019**	**29.4%**
Aid from Federal Government	$265,036,657			$3,482,142	$25,300	$56,123,404			**$324,667,503**	**17.0%**
Other Financing Sources	$186,138,329	$69,202,324		$11,595		$375,000			**$255,727,248**	**13.4%**
Current Property Tax	$227,175,913				$11,965,171		$226,461		**$239,367,545**	**12.5%**
Charges for Services	$207,267,880			$1,694,985	$1,755,239		$108,367		**$210,826,471**	**11.0%**
Other Taxes	$153,548,454			$2,426,355	$2,567,919		$1,041		**$158,543,769**	**8.3%**
Other Revenues	$22,165,654			$1,101,000	$219,800	$10,012,008		$46,000,000	**$79,498,462**	**4.2%**
Available Fund Balance	$13,982,610	$10,559,692	$71,026	$1,964,302	$3,007,652		$31,674		**$29,616,956**	**1.5%**
Aid from Local Govt Agencies	$6,382,495			$919,000	$624,840	$8,755,038			**$16,681,373**	**0.9%**
Fines, Forfeits & Penalties	$16,373,106		$5,000						**$16,378,106**	**0.9%**
Use of Money & Property	$9,025,326		$2,500	$1,661,875	$100,000	$263,452	$10,000	$300,000	**$11,363,153**	**0.6%**
Licenses, Permits & Franchises	$5,745,337			$215,000		$728,567			**$6,688,904**	**0.3%**
Total Financing	**$1,621,883,568**	**$79,762,016**	**$78,526**	**$38,595,058**	**$20,538,961**	**$104,380,061**	**$380,319**	**$46,300,000**	**$1,911,918,509**	**100.0%**

2003-04 FINAL AMENDED BUDGET - ALL FUNDS
TOTAL AVAILABLE FINANCING BY SOURCE



TOTAL FINANCING: $1,911,918,509

2003-04 FINAL AMENDED BUDGET - GENERAL/GRANT FUNDS TOTAL FINANCING BY SOURCE



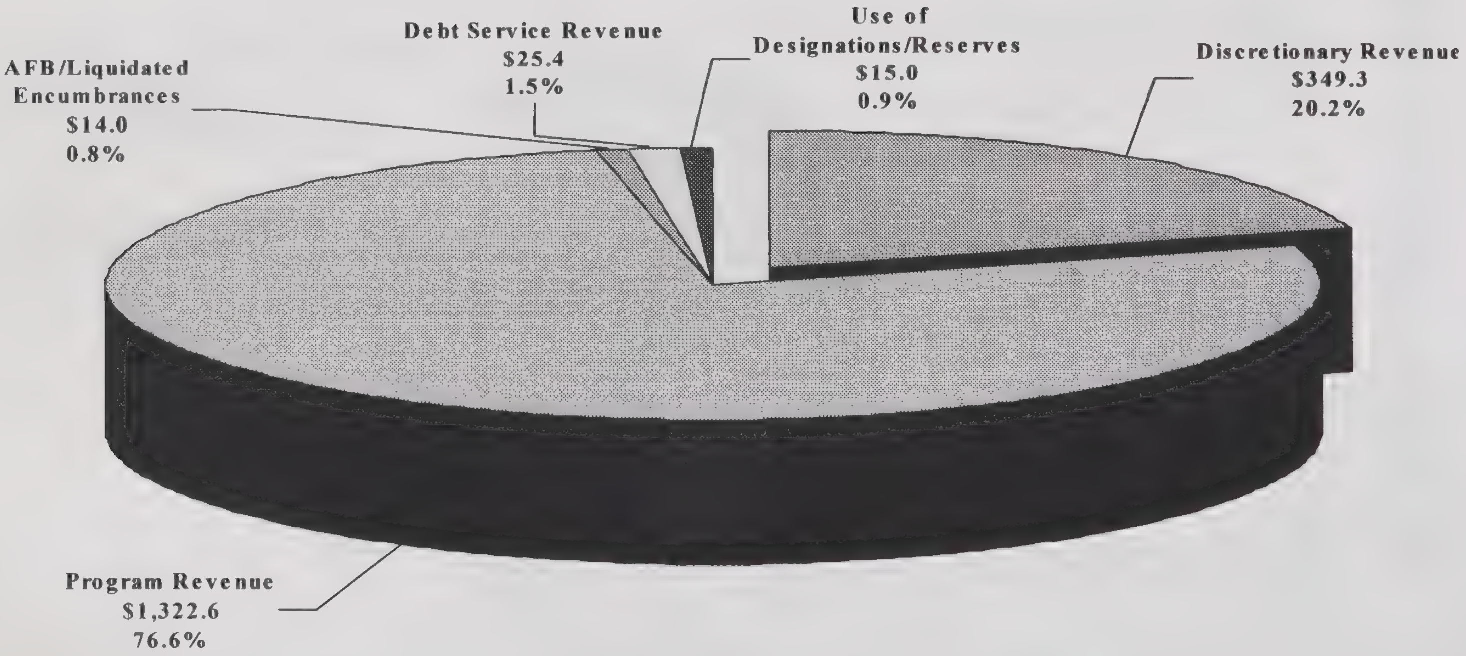
TOTAL FINANCING: $1,726,263,629

TWELVE YEAR SUMMARY OF FINANCING

GENERAL/GRANT FUNDS

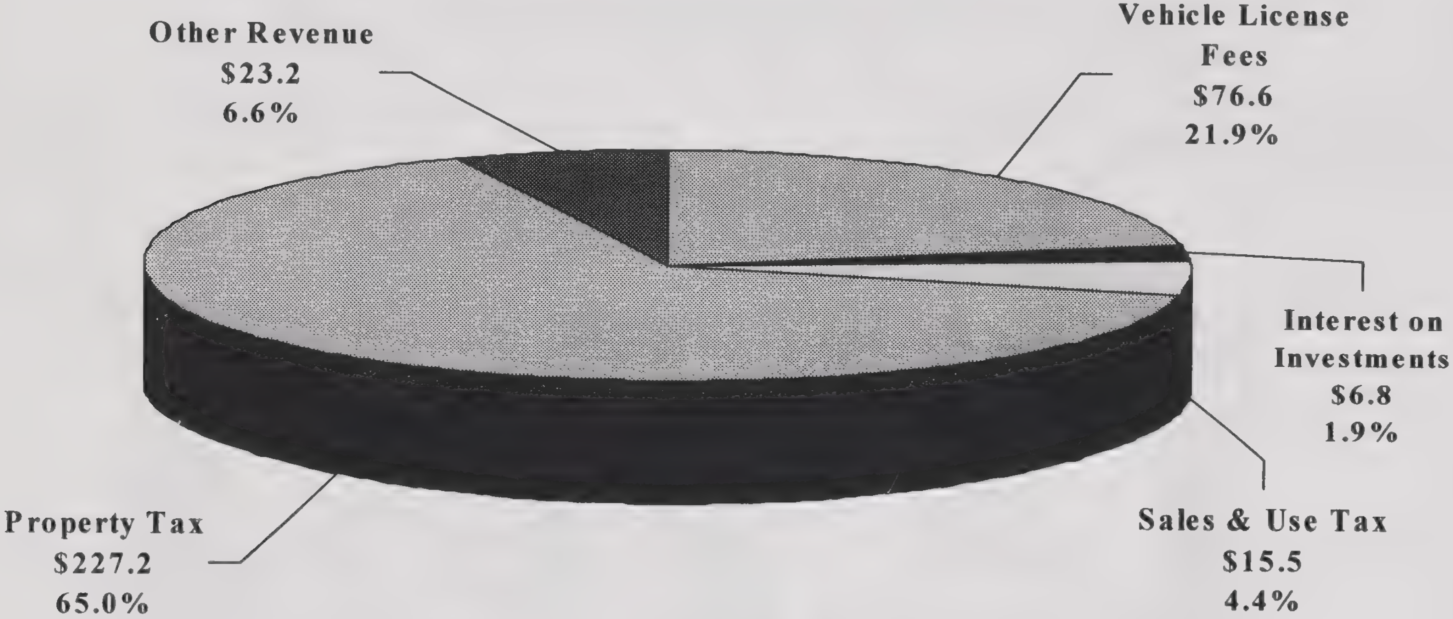
Fiscal Year	Program Revenue	Non-Program Revenue	Current Property Tax	Reserve/ Designation Cancellation	Available Fund Balance	Total
1992-93	$694.1	$102.6	$234.6	$0.0	$0.0	$1,031.3
1993-94	$727.5	$123.4	$128.3	$0.0	$0.0	$979.3
1994-95	$843.8	$80.6	$134.1	$0.0	$0.0	$1,058.4
1995-96	$802.7	$92.7	$125.0	$5.5	$0.0	$1,026.0
1996-97	$858.7	$95.8	$128.9	$7.8	$4.4	$1,095.6
1997-98	$880.1	$100.1	$133.6	$4.7	$0.0	$1,118.4
1998-99	$1,029.6	$102.5	$142.1	$1.3	$5.0	$1,280.6
1999-00	$1,113.5	$108.1	$157.2	$8.6	$3.0	$1,390.4
2000-01	$1,153.9	$119.9	$177.8	$3.2	$0.0	$1,454.8
2001-02	$1,270.2	$141.1	$192.5	$6.5	$0.0	$1,610.3
2002-03 Amended	$1,277.5	$170.0	$220.9	$23.8	$0.0	$1,692.2
2003-04 Amended	$1,286.7	$147.8	$227.2	$50.6	14.0	$1,726.3

DISCRETIONARY REVENUE
SHARE OF TOTAL GENERAL/GRANT FUNDS



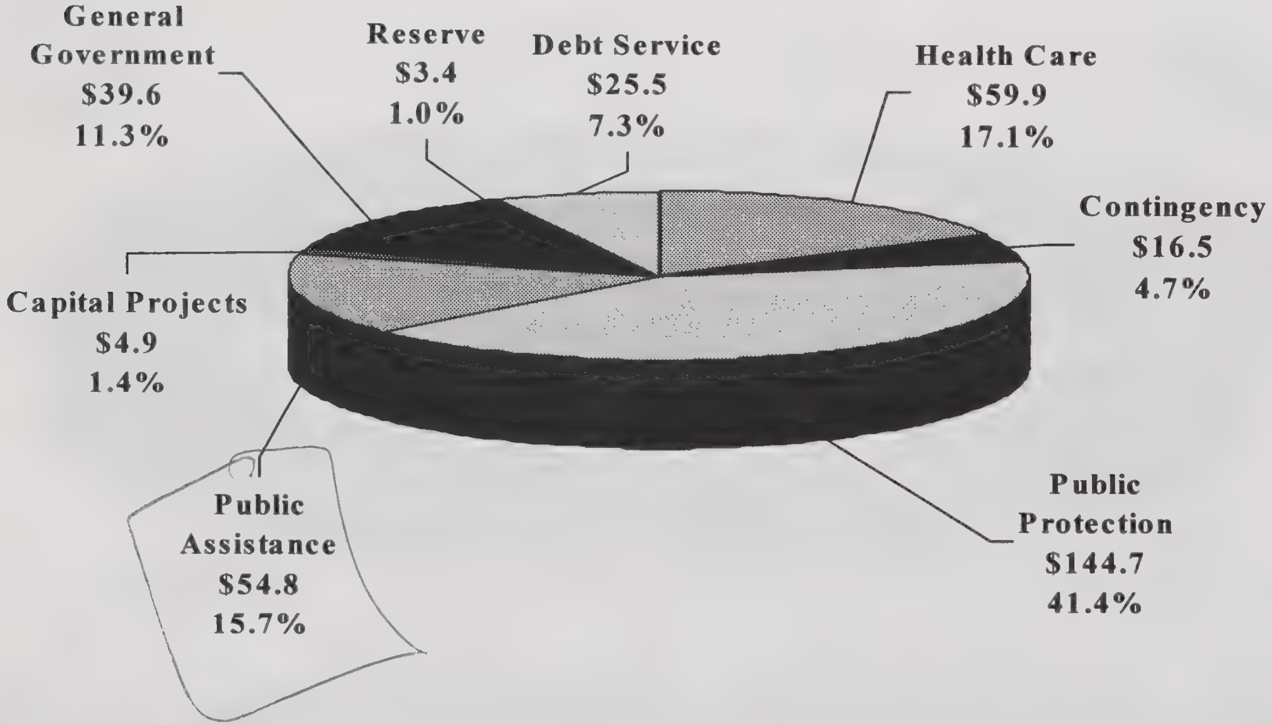
TOTAL BUDGET: $1.726 BILLION

DISCRETIONARY REVENUE BY SOURCE



DISCRETIONARY REVENUE: $349.3M

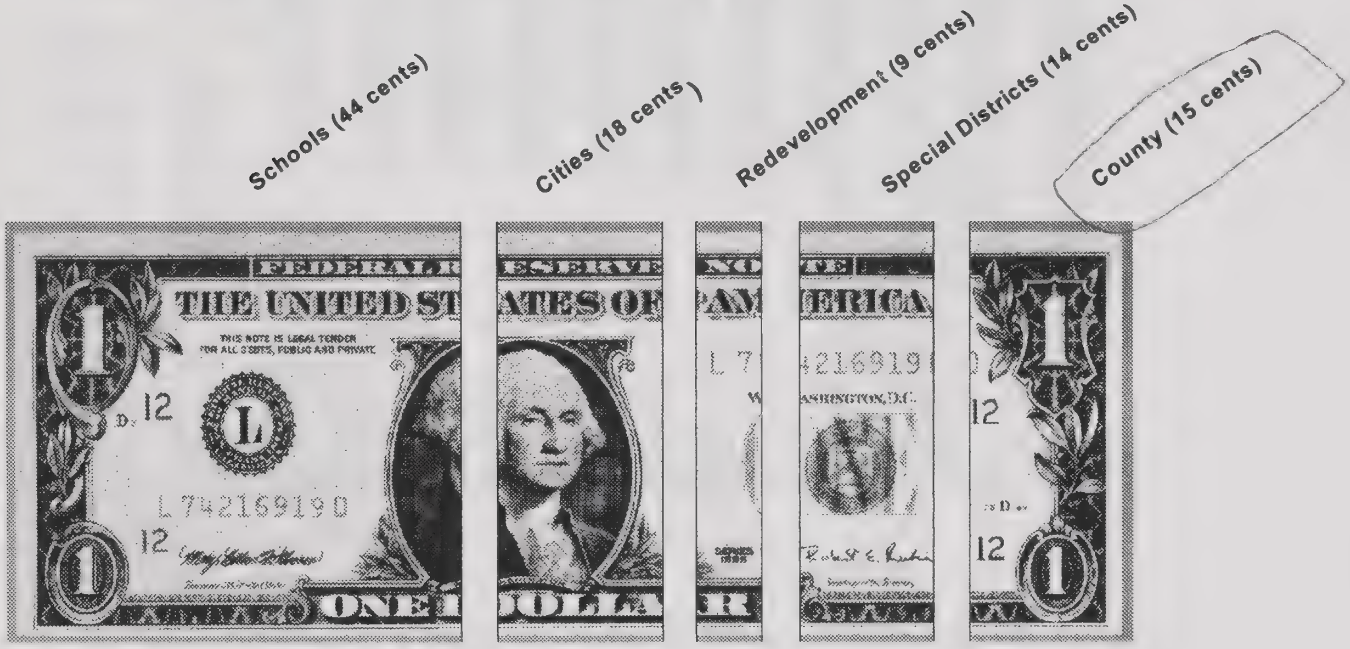
USE OF DISCRETIONARY REVENUE BY PROGRAM



DISCRETIONARY REVENUE: $349.3M

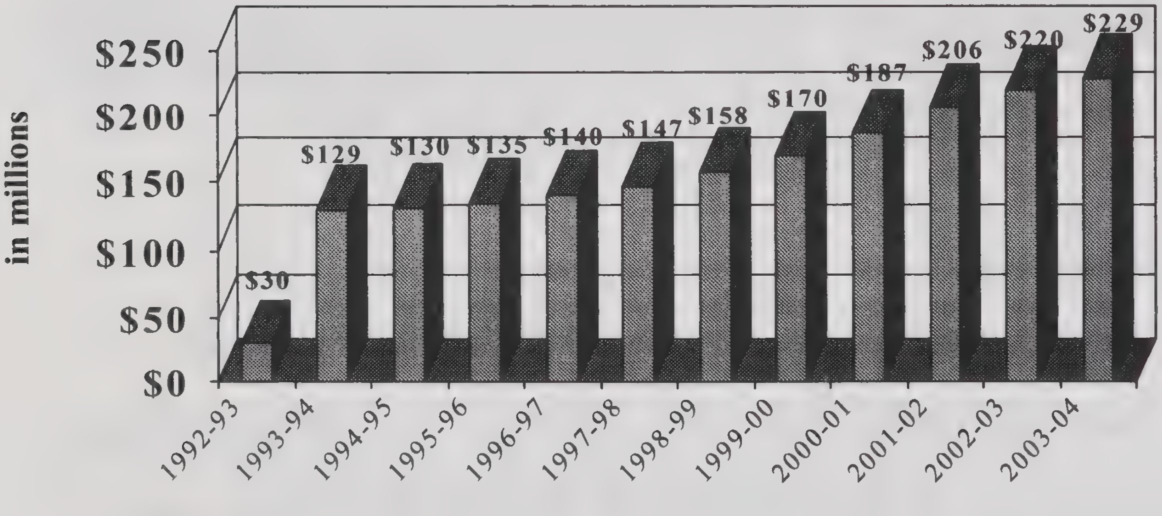
ALAMEDA COUNTY
PROPERTY TAX DISTRIBUTION

Of Each Dollar of Property Tax Collected:

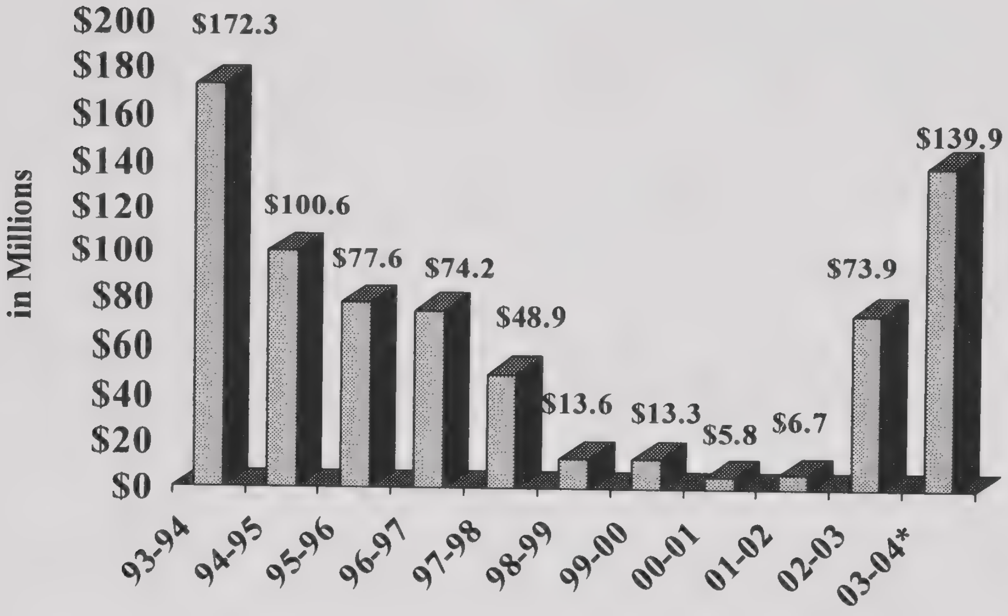


ERAF LOSSES BY YEAR
(Education Revenue Augmentation Fund)

Cumulative total through 2003-04 is in excess of $1.9 Billion



FUNDING GAPS SINCE ERAF INTERCEPT



*Includes $2.3M to be absorbed by agencies/departments

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VALUES-BASED BUDGET OVERVIEW

VALUES-BASED BUDGETING PROGRAM PRIORITIES FOR 2003-04

1	Vulnerable populations such as infants, children, young mothers and families, frail elderly and disabled persons who require food, clothing, shelter, and health care.
2	Public safety for all residents of Alameda County through prevention and control of crime and the effective prosecution of criminals, including incarceration and alternatives to incarceration.
3	Control of drug abuse by means of education, prevention, treatment and criminal prosecution.
4	Deliberate budget measures to promote prevention as a corollary to service in addition to a focus on treatment and control.
5	Assurance that essential support services are budgeted whenever priority programs are funded.
6	Encourage and reward programs and services which promise more efficient and effective ways of delivering essential County services.
7	Assure that the minimal level of mandated services will be provided.

VALUES-BASED BUDGETING / FINAL AMENDED BUDGET ADJUSTMENTS SUMMARY

				FTE REDUCTIONS		
PROGRAM	**NET REDUCTIONS**	**FISCAL MGMT REWARD**	**TOTAL REDUCTIONS**	**MGMT**	**NON-MGMT**	**TOTAL**
General Government[1]	$4.1	$10.7	$14.8	(8.25)	(10.44)	(18.69)
Health Care Services	$14.7	$14.0	$28.7	(15.58)	(52.71)	(68.29)
Public Assistance	$20.2	$3.5	$23.7	(47.67)	(52.84)	(100.51)
Public Protection[2]	$15.5	$6.5	$22.0	(28.75)	(85.54)	(114.29)
Total Programs	$54.5	$34.7	$89.2	(100.25)	(201.53)	(301.78)
Encumbrances/AFB	$14.0	$0.0	$14.0	0.00	0.00	0.00
Capital Projects	$3.4	$0.0	$3.4	0.00	0.00	0.00
Retirement Adjustment[3]	$6.0	$0.0	$6.0	0.00	0.00	0.00
Final Amended Adjustments:						
Reduced Contingency Funds	$10.0	$0.0	$10.0	0.00	0.00	0.00
Use of Capital Reserves	$15.0	$0.0	$15.0	0.00	0.00	0.00
Child Support Penalty	($1.6)	$0.0	($1.6)	0.00	0.00	0.00
Reductions absorbed by Depts.	$3.9	$0.0	$3.9	0.00	0.00	0.00
TOTAL GENERAL FUND	$105.2	$34.7	$139.9	(100.25)	(201.53)	(301.78)
Internal Service Funds[4]	$1.5	$0.00	$1.5	(1.00)	(17.00)	(18.00)

1. The Internal Service Fund departments, part of General Government, reduced charges to General Fund departments by $3.15 million. This is reflected in the individual program totals. The General Government reduction total including the ISF reductions is $17.3M. General Government also includes the $1.0M reduction in Countywide Expense.
2. Public Protection FMR includes use of one-time designation of $0.6 million in the Public Defender's Office.
3. Reduction in estimated Retirement contributions.
4. Internal Service Fund departments reduced by $4.68 million. Of that amount, $3.15 million was reduced in the General Fund.

FY 2003-04 VALUES-BASED BUDGETING REDUCTIONS

Capital Projects

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
2003-04 MOE Budget	**140,391,750**	**132,076,707**	**8,315,043**		**8,315,043**	**0.00**
Reduce appropriations for hazardous materials cleanup	(30,625)	0	(30,625)			0.00
Reduce appropriations for Project #2042 - Administration Building Plaza Safety Improvements	(3,346,535)	0	(3,346,535)			0.00
Subtotal VBB Changes	**(3,377,160)**	**0**	**(3,377,160)**	**0**	**(3,377,160)**	**0.00**
2003-04 Proposed Budget	**137,014,590**	**132,076,707**	**4,937,883**	**0**	**4,937,883**	**0.00**

Service Impacts

Values-Based Budgeting adjustments for the Capital Projects Program will reduce General Fund allocations by 40.5% and will have the following programmatic impacts:

- Fewer hazardous materials cleanup projects will be undertaken.
- Safety improvements to the County Administration Building Plaza will be delayed.
- Reduction in the Capital Projects Budget will delay the completion date of certain projects.

General Government

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
2003-04 MOE Budget	**185,736,284**	**129,478,732**	**56,257,552**		**56,257,552**	**986.46**
Art Commission						
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(1,787)	0	(1,787)			0.00
Total Art Commission	***(1,787)***	***0***	***(1,787)***	***0***	***(1,787)***	***0.00***
Assessor						
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(66,115)	0	(66,115)			0.00
Total Assessor	***(66,115)***	***0***	***(66,115)***	***3,238,771***	***(3,304,886)***	***0.00***
Auditor/Controller Recorder						
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(130,913)	0	(130,913)			0.00
Reduce funding for temporary workers	(372,228)	0	(372,228)			(3.00)
Reduce Discretionary Services & Supplies	(71,700)	0	(71,700)			0.00
Increase revenue from AC Transit for costs of tax collections	0	166,072	(166,072)			0.00
Total Auditor/Controller Recorder	***(574,841)***	***166,072***	***(740,913)***	***2,468,296***	***(3,209,209)***	***(3.00)***
Board of Supervisors						
Reduce Salaries & Benefits	(53,000)	0	(53,000)			0.00
Reduce Discretionary Services & Supplies	(169,000)	0	(169,000)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(7,950)		(7,950)			0.00
Total Board of Supervisors	***(229,950)***	***0***	***(229,950)***	***378,000***	***(607,950)***	***0.00***

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
Community Development Agency						
Reduce vacant positions	(106,684)	0	(106,684)			(2.16)
Delay planning studies	(130,000)	0	(130,000)			0.00
Reduce Discretionary Services & Supplies	(38,316)	0	(38,316)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(25,689)	0	(25,689)			0.00
Total Community Development	***(300,689)***	***0***	***(300,689)***	***790,587***	***(1,091,546)***	***(2.16)***
County Administrator						
Eliminate funding for vacant positions and adjust salary savings	(377,901)	0	(377,901)			(2.86)
Reduce Discretionary Services & Supplies	(160,386)	0	(160,386)			0.00
Increase revenue in County Administrator and EDAB for reimbursement of costs	0	82,258	(82,258)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(107,709)	0	(107,709)			0.00
Reduce Countywide funding for memberships & dues, training, travel, management audits and special studies, and eliminate Fixed Assets	(1,000,000)	0	(1,000,000)			0.00
Total County Administrator	***(1,645,996)***	***82,258***	***(1,728,254)***	***1,922,364***	***(3,650,618)***	***(2.86)***
County Counsel						
Intra Fund Transfer increase	(60,250)	0	(60,250)			0.00
Discretionary Services and Supplies	(13,882)	0	(13,882)			0.00
Increase charges for Legal Services	0	12,868	(12,868)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(20,562)	0	(20,562)			0.00
Total County Counsel	***(94,694)***	***12,868***	***(107,562)***	***382,959***	***(490,521)***	***0.00***

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
General Services Agency						
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(134,997)	0	(134,997)			0.00
Total General Services Agency	***(134,997)***	***0***	***(134,997)***	***560,493***	***(695,490)***	***0.00***
Human Resource Services						
Reduce Human Resource Services staff	(192,948)	0	(192,948)			(1.91)
Reduce Conference Center staff	(431,582)	(431,582)	0			(6.16)
Reduce Discretionary Services & Supplies	(67,052)	0	(67,052)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(50,589)	0	(50,589)			0.00
Total Human Resource Services	***(742,171)***	***(431,582)***	***(310,589)***	***908,725***	***(1,219,314)***	***(8.07)***
Information Technology Department						
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(53,016)	0	(53,016)			0.00
Total Information Technology Department	***(53,016)***	***0***	***(53,016)***	***0***	***(53,016)***	***0.00***
Public Works Agency						
Reassign 10% of Supervising Crossing Guard duties to administration	(5,000)	0	(5,000)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(3,094)	0	(3,094)			0.00
Total Public Works Agency	***(8,094)***	***0***	***(8,094)***	***0***	***(8,094)***	***0.00***
Registrar of Voters						
Reduce vacant clerical positions	(27,593)	0	(27,593)			(0.50)
Reduce Discretionary Services and Supplies	(91,407)	0	(91,407)			0.00
Increase revenue from sale of equipment	0	26,000	(26,000)			0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(19,960)	0	(19,960)			0.00
Total Registrar of Voters	***(138,960)***	***26,000***	***(164,960)***	***0***	***(164,960)***	***(0.50)***
Treasurer-Tax Collector						
Reduce funding for vacant positions	(151,234)	0	(151,234)			(2.09)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(52,911)	0	(52,911)			0.00
Total Treasurer-Tax Collector	***(204,145)***	***0***	***(204,145)***	***78,163***	***(282,308)***	***(2.09)***
Subtotal VBB Changes	**(4,195,455)**	**(144,384)**	**(4,051,071)**	**10,728,358**	**(14,779,429)**	**(18.68)**
2003-04 Proposed Budget	**181,540,829**	**129,334,348**	**52,206,481**	**10,728,358**	**41,478,123**	**967.78**

Service Impacts

- Reduction in Countywide discretionary funding will limit the County's ability to conduct special studies and management audits; travel and training expenditures will be reduced and fixed asset purchases will be eliminated.

- Use of Fiscal Management Reward Savings will result in the loss of these funds for future one-time needs, such as automation enhancements or upgrades.

- Reduction of temporary service workers will lead to longer processing times of recordable documents and claims.

- Computer purchases and upgrades will be deferred.

- New revenue is anticipated from the Auditor's agreement with AC Transit District for recovery of costs of collection of special taxes, assessments and charges.

- Reduction of funding for the membership services position in EDAB results in reassignment of fund-raising duties which increases workload of other staff.

- Reductions in Discretionary Services & Supplies results in postponement of planned business development material purchases and activities, elimination of membership in several Bay Area business organizations, and reduction in the number of EDAB sponsored and co-sponsored activities.

- New revenue is anticipated from franchise fees, grant funding for Assessment Appeals, Economic Development contributions, and funding for reimbursement of staff costs associated with administration of the Alameda County Tobacco Asset Securitization Corporation.

- Reductions in the Human Resource Services staff will impact the ability of the department to manage benefits, salary studies and surveys in a timely and efficient manner. The salary study portion of the countywide clerical classification study will be delayed. Fewer staff will be assigned to the more complex recruitment and examination duties of the department resulting in a longer timeframe for the hiring of professional staff.

- Reductions to the Conference Center arise from diminished sales of service by the Center resulting from the depressed economic conditions facing Bay Area organizations. The reorganization is part of an on-going evaluation of its mission by the Center so that it can focus on what will give the Department and the County the greatest value and return for investment.

- Reduction in the Registrar of Voters may result in slower customer service at the front counter. All voters in the minor parties (Peace and Freedom, Green, American Independent, Libertarian, and Natural Law) will receive one sample ballot rather than one sample ballot per party. No negative impact is expected from this change. The use of a less expensive Chinese translator will have no negative impact.

- Reduced funding for positions in the Treasurer-Tax Collector's Office will result in slow response time in assisting the public regarding property tax matters and inability to commence business license tax audits.

- Values-Based Budgeting adjustments for the Community Development Agency will delay or eliminate the hiring of administrative support for the Weights and Measures and Planning Departments. The Agency will use a staged approach towards the Castro Valley Plan Update and will delay the start of that effort until later in the fiscal year. Also delayed will be the development of site and mitigation policies for day care facilities, child care facilities, convalescent hospitals, rehabilitation centers and other similar uses in the unincorporated County. The resulting impact will make it more difficult to address community concerns arising in relation to these issues and hindering the siting of these facilities.

Health Care Services

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
2003-04 MOE Budget	**478,690,022**	**388,204,824**	**90,485,198**		**90,485,198**	**1,143.14**
HCSA Admin						
Increase Realignment revenue	0	534,054	(534,054)			0.00
Across-the-board reduction in community-based provider funding	(182,765)	0	(182,765)			0.00
Eliminate administrative position funding	(183,181)	0	(183,181)			(2.00)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(43,937)	0	(43,937)			0.00
Total HCSA Admin	***(409,883)***	***534,054***	***(943,937)***	***5,600,000***	***(6,543,937)***	***(2.00)***
Behavioral Health Care						
Increase Medi-Cal revenue	0	1,318,788	(1,318,788)			0.00
Across-the-board reduction in contracted services	(2,850,959)	(773,937)	(2,077,022)			0.00
Redirect CalWORKs services. Shift in claiming to Medi-Cal and EPSDT	(500,000)	556,926	(1,056,926)			0.00
Reduce four Acute Inpatient beds at John George Psychiatric Pavilion	(1,223,772)	(265,046)	(958,726)			0.00
Reduce Secondary Prevention - Early Intervention	(77,426)	0	(77,426)			0.00
Reduce Vocational Program positions	(615,034)	0	(615,034)			(10.00)
Restructure West Oakland Health Center AOD Residential Program	(536,054)	0	(536,054)			0.00
Reduce Children's System of Care positions	(364,676)	0	(364,676)			(5.00)
Reduce Public Health Primary Prevention Consortium	(128,586)	0	(128,586)			0.00
Reduce Oakland Independence Support Center	(155,932)	0	(155,932)			0.00
Reduce positions	(236,328)	0	(236,328)			(1.91)

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
Reduce Oakland Socialization Day Program	(20,904)	0	(20,904)			0.00
Reduce 2 Community Treatment Facility Beds at Starlight	(181,738)	0	(181,738)			0.00
Reduce positions in Children's Criminal Justice Program	(183,257)	0	(183,257)			(2.00)
Eliminate funding for Methadone Programs serving former SSI clients	(109,524)	0	(109,524)			0.00
Reduce position at Adult Services sites	(78,967)	0	(78,967)			(0.92)
Reduce position at Children's Youth Crisis Team	(86,147)	0	(86,147)			(1.00)
Reduce funding for HIV Prevention	(28,789)	0	(28,789)			0.00
Reduce Public Health Prevention - Administration support for Prevention Consortium	(12,400)	0	(12,400)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(178,928)	0	(178,928)			0.00
Total Behavioral Health	***(7,569,421)***	***836,731***	***(8,406,152)***	***5,600,000***	***(14,006,152)***	***(20.83)***
Public Health						
Eliminate positions in Administration and Family Health Programs	(1,351,553)	(701,128)	(650,425)			(19.17)
Eliminate positions in Field Nursing	(1,029,479)	(398,214)	(631,265)			(11.33)
Eliminate positions in Community Health Services	(112,021)	0	(112,021)			(1.55)
Eliminate positions in Communicable Disease	(394,717)	(56,516)	(338,201)			(5.00)
Eliminate positions in Office of AIDS	(337,566)	0	(337,566)			(4.92)
Reduce operating expenses in professional, special departmental, travel, office and training expenses	(1,055,123)	0	(1,055,123)			0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
Reduce Community-Based Organizations contracts in Office of AIDS and Family Health	(30,098)	0	(30,098)			0.00
Medi-Cal Administrative Activities (MAA) Revenue	0	232,775	(232,775)			0.00
Maternal & Child Health Revenue	0	70,013	(70,013)			0.00
Improving Pregnancy Outcomes Program (IPOP) Revenue	0	74,560	(74,560)			0.00
Child Health & Disability Prevention (CHDP) Revenue	0	537,702	(537,702)			0.00
Black Infant Health Revenue	0	82,557	(82,557)			0.00
California Children's Services Revenue	0	513,330	(513,330)			0.00
Foster Care Revenue	0	59,432	(59,432)			0.00
Medical Therapy Project Revenue	0	2,952	(2,952)			0.00
Teenage Relationship Improvement Project Revenue	0	7,577	(7,577)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(96,796)	0	(96,796)			0.00
Total Public Health	***(4,407,353)***	***425,040***	***(4,832,393)***	***2,800,000***	***(7,632,393)***	***(41.97)***
Environmental Health						
Increase revenue through expanded permit & fee collection efforts	0	163,107	(163,107)			0.00
Eliminate positions	(336,892)	0	(336,892)			(3.50)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(19,040)	0	(19,040)			0.00
Total Environmental Health	***(355,932)***	***163,107***	***(519,039)***			***(3.50)***

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
Subtotal VBB Changes	**(12,742,589)**	**1,958,932**	**(14,701,521)**	**14,000,000**	**(28,701,521)**	**(68.31)**
2003-04 Proposed Budget	**465,947,433**	**390,163,756**	**75,783,677**	**14,000,000**	**61,873,677**	**1,074.84**

Service Impacts

Administration Health

- Across-the-board reduction in community-based provider funding may result in an overall, though undetermined, reduction in adult indigent patient services.

- Eliminating 2.00 vacant full-time equivalent administrative positions should result in minimal service impacts.

Behavioral Health

- Across-the-board reductions in community-based provider contract funding may result in an overall reduction in Behavioral Health Care Services provided by these organizations. An estimated 549 clients, including adults and children, may be affected by this reduction. An estimated 37 community-based provider staff may also be impacted.

- In collaboration with SSA, reduce indirect service expenses such as CalWORKs promotional materials and public education. Instead, the funds will be redirected to pay for steadily increasing direct treatment services used by CalWORKs clients. Direct services will not be reduced. In addition, some services currently claimed against CalWORKs will be shifted to Medi-Cal and Early and Periodic Screening Diagnosis and Treatment.

- Reducing four acute inpatient beds at the John George Pavilion will eliminate 1460 bed days of acute inpatient care. An estimated 200 clients, who would otherwise be hospitalized, will be redirected to alternative community programs. These include John George Psychiatric Emergency Services, Sausal Creek Crisis Services, the Gladman Short-Stay Unit, the Crisis Clinic and Service Teams.

- Reducing 5.00 vacant full-time equivalent positions in the Children's System of Care program will result in loss of flexibility to provide clinical and non-clinical support services to families in critical need. Twenty to twenty-five cases will be absorbed at a level I children's outpatient clinic.

- Reducing 10.00 vacant full-time equivalent positions in the Vocational Program will result in loss of flexibility to provide a broad range of pre-vocational and vocational services to clients with severe persistent mental illnesses. These services include supported employment, individual job coaching, vocational groups at Community Support Centers, work enclaves and work projects, vocational classes, and job development.

- Approximately 24 residential beds intended to serve men with alcohol and/or substance abuse problems provided by the West Oakland Health Council, Inc.'s Center will be restructured to provide less costly services. These beds are not currently in operation as the intended service site is undergoing renovation.

- Reducing funding for the Oakland Independence Support Center (OISC) contract will result in the loss of self-help services to those who are homeless and have persistent mental illness. Approximately 250 clients will be impacted by this reduction.

- Reducing the number of beds purchased from the Starlight Community Treatment Facility from 10 beds to 8 beds will result in the loss of 730 bed days and reduce the ability to respond to adolescents in need.

- Reducing funding for the Public Health Secondary Prevention Consortium will reduce primary prevention services. No direct treatment services are involved with this reduction. Community-based organizations impacted include the East Oakland Boxing Association, Interfaith Prevention Program, and Community Recovery Services.

- Eliminating funding for Methadone Programs serving former SSI clients will eliminate services to 175 clients who annually receive these services. Uninsured clients will be asked to pay for their methadone services, or will be offered transitional detoxification services.

- Reducing HIV prevention services still leaves BHCS providing HIV prevention services above the federally-mandated HIV set-aside level. This reduction to the East Bay Community Recovery Program represents an approximate 20% reduction in the current HIV prevention effort.

- Reducing funding for the Oakland Adult Community Support Center Socialization Program reduces services to the approximately 80 clients with mental illness using the program, including an estimated 40 clients who use the program Monday through Friday each week.

- Reducing 2.00 vacant full-time equivalent positions in the Children's Criminal Justice Program may reduce the amount of content included in Court reports regarding placement and service needs. However, minimum reporting requirements will be maintained.

- Reducing Alcohol and Drug Secondary Prevention - Early Intervention services will lead to reduced services at the Mandana Community Recovery Center that provides services to recovering people and people with co-occurring disabilities. Funding will also be reduced for the Bi-Bett East Bay Recovery Center.

- Reducing 1.00 vacant full-time equivalent position in the Children/Youth Crisis Team results in decreased flexibility to provide services in a school setting and loss of a post hospitalization case management capacity for 15 – 20 children.

- Reduce 0.92 vacant full-time equivalent case manager position at the Eden Adult Community Support Center will result in the loss of capacity to cover the existing and any increased caseload.

Public Health

- Eliminating 4.67 full-time equivalent positions in Administration and 14.5 full-time equivalent positions in Family Health Programs may result in the following service reductions: reduced capacity to provide information systems support, the dispensing of public health information to the community, and intensive case management and support of children in Child Health and Disability Prevention and California Children Services. Most incumbents will be shifted into vacant funded positions. Workload to be absorbed by existing staff.

- Elimination of 11.33 full-time equivalent positions in Field Nursing may result in a decrease in the number of home visits for children and families, an increase in length of time to response to referrals, and a decrease in the number of immunization community outreach activities.

- Elimination of 1.55 full-time equivalent positions in Community Health Services may lead to a decrease in education efforts to reduce teenage smoking and administrative support.

- Elimination of 5.00 full-time equivalent positions in Communicable Disease may result in a decrease in Public Health Lab services to non-County entities, as well as enrollment of children in immunization registry, and screening of children for Chlamydia.
- Elimination of 4.92 full-time equivalent positions in Office of AIDS will result in reduced capacity to provide these services. All positions are currently vacant.
- Reductions in other operating expenses reduce the flexibility to support provision of direct services.

Environmental Health

- The inventory of sites requiring hazardous materials permits will be expanded. Food Inspection Program penalty fee collection efforts will be enhanced through the use of ATM, credit card, and Web-based payment options.
- Elimination of 1.00 vacant Full-time Equivalent Senior Environmental Health Specialist, 0.50 full-time equivalent Information Systems Analyst, and 1.00 full-time equivalent Environmental Health Specialist positions includes the shifting of these costs to the grant fund and the shifting of workload to existing staff. Elimination of 1.00 full-time equivalent Chemist position will result in a reduction in Lab Services. Department may need to contract with private labs on an as needed basis.

Public Assistance

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
VBB Changes	**588,958,392**	**503,875,097**	**85,083,295**			**2,541.15**
Social Services Agency						
Reduce Welfare Fraud program	(1,206,879)	0	(1,206,879)			(12.25)
Reduce administrative staff and services	(1,997,949)	0	(1,997,949)			(11.91)
Increase revenue estimates for Food Stamps and CalWORKs closeout	0	3,001,032	(3,001,032)			0.00
CalWORKs staff reductions and reassignments to maximize revenue	(4,061,667)	469,016	(4,530,683)			(49.25)
Reduce CalWORKs contracts and services	(5,174,621)	0	(5,174,621)			0.00
Use one-time revenue for Adult and Aging Services	0	441,327	(441,327)			0.00
Eliminate positions in Adult Protective Services and Public Guardian	(394,250)	0	(394,250)			(4.92)
Reduce Foster Care overpayments	(1,250,000)	(875,000)	(375,000)			0.00
Reduce discretionary services and contracts in Children and Family Services	(580,654)	0	(580,654)			0.00
Eliminate vacant positions in Children and Family Services	(1,663,799)	0	(1,663,799)			(22.17)
Reduce ISF charges based on GSA, ITD, and Risk Management reductions	(800,677)	0	(800,677)			0.00
Subtotal VBB Changes	**(17,130,496)**	**3,036,375**	**(20,166,871)**	**3,500,000**	**(23,666,871)**	**(100.50)**
2003-04 Proposed Budget	**571,827,896**	**506,911,472**	**64,916,424**	**3,500,000**	**61,416,424**	**2,440.65**

Service Impacts

Administration and Finance

- Welfare Fraud activities will be reduced by approximately 25 percent, resulting in decreased fraud prevention activities. Of the total welfare fraud reduction, approximately 15 percent will impact the District Attorney's Welfare Fraud Unit.
- Reductions in full-time equivalent positions in Agency administration will reduce accounting, office administration, personnel support, training, and information technology support for operating departments. In addition, contracted training services for staff will be reduced by half.
- Fewer children and families will gain access to Supplemental Security Income (SSI) services as a result of reductions in contractual support.

Adult and Aging Services

- Elimination of full-time equivalent positions for the Public Guardian and Adult Protective Services will limit the ability of these programs to respond to existing demands for services for elderly and dependent adults, and to expand services as demands increase.

Children and Family Services

- Reduction in budgeted amount for special departmental expenses will limit department's ability to respond to unexpected expenses.
- Funding will be reduced for bus passes and travel expenses for biological parents to participate in court-mandated services. This will limit options for responding to parents' travel needs and may lead to a delay in reunification with their children.
- Reduction in budgeted amount for professional and specialized services will decrease access to outside child welfare clinicians and experts.
- Community-based provider contract reductions for respite care may affect the recruitment and retention of relative caregivers and emergency foster parents, but are consistent with expectations that existing contractors will pursue alternate

sources of funding for these services. However, these reductions could result in fewer placements with relatives, delays in placement, and longer stays in foster care for children.

- Community-based provider contract reduction for child abuse prevention services will decrease the level of this service, but this reduction will be mitigated by the continued funding of such services through contractors selected by the Child Abuse Prevention Task Force.
- Community-based provider contract reduction for drug testing and treatment services will require closer monitoring of these services by Agency staff, and may require the redirection of services to existing contractors.
- Community-based provider contract reduction for emergency response services, which operate during evenings, weekends and holidays, will require that these services be absorbed by Child Welfare staff and by other existing contractors.
- The loss of vacant full-time equivalent Children and Family Services positions will reduce the flexibility to address current and future workload demands. These vacancies occur in administrative support positions for child welfare services and in line staff positions providing direct services to children and families.

Medi-Cal and Benefits Administration

- The elimination of CalWORKs full-time equivalent positions will significantly diminish the agency's ability to administer its basic welfare programs and reduce the effectiveness of efforts to connect welfare recipients to jobs. The impacts of these reductions will include:
  - delays in the timely delivery of benefits to clients;
  - increases in administrative error rates, with the potential for financial sanctions from State and federal governments;
  - elimination of many full-time equivalent positions providing client supports including social workers and client advocates, who help identify clients with barriers to employment and connect them to available supportive services, including mental health, substance abuse, and domestic violence;
  - substantial reductions in the ability to oversee and provide technical assistance to community-based contractors;
  - elimination of General Assistance (GA) services in the main Oakland office at 400 Broadway, requiring GA clients to travel to Eastmont Self-Sufficiency Center; and

  - reductions in employment services full-time equivalent positions, resulting in increased caseloads and a reduction in the effectiveness of individual case management, placement and retention services.

Workforce and Human Services

- CalWORKs contract reductions will scale back employment services and restrict availability of funding for community-based providers and others to provide job preparation, placement, and retention services. Clients, who increasingly have greater barriers to employment, will have substantially more limited opportunities to access necessary and appropriate services to help them find and keep a job. These reductions may also further weaken the financial infrastructure and lead to loss of jobs for community-based providers currently providing these services. Specific service reductions will include job placement, retention, and advancement services; outreach to families in sanctioned status; vocational assessment contracts; and transportation contracts.

- Reduction of transportation subsidies will make this support unavailable to clients who are working and have lost cash assistance due to federal time limits.

- Reduction of CalWORKs allocation to the Hayward One-Stop Career Center by 30 percent will reduce the availability of employment assistance services provided to CalWORKs and other clients at the One-Stop Center.

- Elimination of drop-in child care services at Self-Sufficiency centers will require parents to bring their children with them to appointments, make other child care arrangements, or limit their appointments with Social Services Agency staff. More than 8,000 children per year currently utilize this service.

Public Protection

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
2003-04 MOE	**431,731,970**	**246,432,600**	**185,299,370**			**2,923.88**
District Attorney						
Reduce Branch Operations	(431,723)	0	(431,723)			(2.92)
Reduce Front Counter Support	(588,232)	0	(588,232)			(10.50)
Eliminate Cold Hit Program support	(198,707)	0	(198,707)			(1.00)
Eliminate CALICO attorney support	(198,708)	0	(198,708)			(1.00)
Reduce Investigative Support and reduce fleet vehicles by 6	(688,874)	0	(688,874)			(5.58)
Reduce Welfare Fraud program	(365,173)	0	(365,173)			(10.42)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(100,794)	0	(100,794)			0.00
Total District Attorney	***(2,572,211)***	***0***	***(2,572,211)***	***48,184***	***(2,620,395)***	***(31.42)***
Public Defender			0			
Reduce funded vacancies	(939,801)	0	(939,801)			(7.00)
Reduce Branch Operations	(155,150)	0	(155,150)			(0.92)
Reduce Investigative Services and reduce fleet vehicles by 2	(222,181)	0	(222,181)			(1.83)
Use of Public Safety Designation Fund	0	621,059	(621,059)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(73,483)	0	(73,483)			0.00
Total Public Defender	***(1,390,615)***	***621,059***	***(2,011,674)***	***98,011***	***(2,109,685)***	***(9.75)***
Sheriff's Department						
Increase booking fee revenue	85,000	230,000	(145,000)			
Reduce SSA contract for security services	0	0	0			(5.00)
Reduce Sheriff Technician support in Santa Rita Jail Programs – *Final Budget restored $799,214 and 12.25 FTE*	(546,078)	0	(546,078)			(7.00)
Reduce vacant funded positions	(1,028,181)	0	(1,028,181)			(11.00)

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
Reduce fleet vehicles by 7	(36,960)	0	(36,960)			
Reduce SRJ reception hours – *Final Budget restored*	0	0	0			0.00
Reduce sheriff support to Auto Theft Task Force	(94,366)	0	(94,366)			(0.83)
Reduce Parking/Abandoned Vehicle Enforcement Unit – *Final Budget restored $413,717 and 4.67 FTE*	0	0	0			0..00
Reduce Technician support to the ETS telephone reporting unit – *Final Budget restored $376,009 and 5.00 FTE*	(75,202)	0	(75,202)			(1.00)
Reduce deputy support to Prisoner Pick-up/Warrant service unit	(226,476)	0	(226,476)			(2.00)
Reduce staffing to Recruitment & Backgrounds Unit	(634,820)	0	(634,820)			(6.00)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(794,571)	0	(794,571)			0.00
Total Sheriff's Department	***(3,351,654)***	***230,000***	***(3,581,654)***	***5,700,000***	***(9,281,654)***	***(32.83)***
Probation			0			
Eliminate vacant funded positions in Juvenile Institutions	(1,115,147)	0	(1,115,147)			(15.00)
Eliminate Weekend Training Academy program	(375,766)	0	(375,766)			(5.37)
Reduce capacity of Camp Sweeney – *Final budget restored 15 beds ($393,573 and 4.58 FTE)*	(739,219)	(21,468)	(717,751)			(8.75)
Reduce janitorial services at Juvenile Hall	(500,000)	0	(500,000)			0.00
Redirect Juvenile Justice Crime Prevention Act revenues to Gender-Specific services	(327,862)	0	(327,862)			0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
Reduce CBO contracts and redirect revenues to Juvenile Probation services – *Final Budget restored $727,449 in TANF funding for CBO contracts*	(1,272,551)	0	(1,272,551)			0.00
Increase revenue estimate for Targeted Case Management of Medi-Cal eligible individuals	0	250,000	(250,000)			0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(272,599)	0	(272,599)			0.00
Final budget adjustments eliminated vacant funded positions	(941,393)	0	(941,393)		(941,393)	(11.16)
Final budget adjustments reduced discretionary services & supplies	(168,895)	0	(168,895)		(168,895)	0.00
Total Probation	***(5,713,432)***	***228,532***	***(5,941,964)***	***0***	***(5,941,964)***	***(40.28)***
Public Safety Sales Tax						
Adjustment to Prop 172 contingency	(1,500,000)	0	(1,500,000)			0.00
Total Public Safety Sales Tax	***(1,500,000)***	***0***	***(1,500,000)***	***0***	***(1,500,000)***	***0.00***
Trial Court Funding						
Reduce Discretionary Services & Supplies	(500,000)	0	(500,000)			0.00
Reduce ISF charges based on GSA and Risk Management reductions	(98,028)	0	(98,028)			0.00
Total Trial Court Funding	***(598,028)***	***0***	***(598,028)***	***0***	***(598,028)***	***0.00***
Subtotal VBB Changes	**(15,125,940)**	**1,079,591**	**(16,205,531)**	**5,846,195**	**(22,051,726)**	**(114.28)**
2003-04 Budget (including Final Budget Restorations)	**416,606,030**	**247,512,191**	**169,093,839**	**5,846,195**	**163,247,644**	**2,809.60**

Service Impacts

District Attorney

- Reducing branch operations may impact the District Attorney's ability to staff the smaller branch court facilities.

- Reducing reception services will mean fewer personnel to assist the public when they come into the various offices for assistance and may also make it more difficult to contact attorneys and investigators.

- Eliminates continuous attorney support to the Cold Hit program which coordinates the development and investigation of serious offenses through DNA profile analysis. This lack of legal and factual coordination will result in fewer homicide and sexual assault cases solved and fewer prosecutable cases.

- Elimination of dedicated attorney support to the CALICO child abuse center which coordinates investigations and services to abuse victims. Without this legal advisor to ensure legal integrity of forensic interviews or legal support, guidance and direction, criminal child abuse case development will be more difficult. Consequently, cases may be less well developed resulting in more trials and more children required to testify in court.

- A reduction in investigative services results in fewer inspectors available for special investigations involving complex and sensitive crimes as well as trial support. The reduction of investigator support for cases that are to be tried will affect the ability of the District Attorney's Office to successfully prosecute cases. Historically, there have been more than 8,000 felony cases filed. The reduction will result in fewer inspectors available for trial support, including conducting follow-up interviews, completing necessary investigations and serving subpoenas to ensure witness attendance in court. The remaining inspectors will be required to increase their already overloaded caseload.

Probation

- The reduction of contracts with community-based organizations participating in the Prevention Network will reduce the level of services to at-risk youth. Prevention services include youth service center, case management, and local service area contracts that provide a diverse array of prevention services including counseling, diversion, after-school programming, parenting support/classes, educational support, anger management, drug and alcohol education and gang prevention. These reductions will be used to fund new initiatives, including a Truancy Program, a High-Risk Youth Program, and Intervention and Prevention Programs. Specific reductions in support of these new programs include:

  - A 35% decrease in Local Service Area and related contracts. These contracts provide supportive services to youth and families, including counseling, diversion, tutoring, parenting, and information and referral.

- The Weekend Training Academy program (WETA) provides the Juvenile Court and Probation officers with a sanction alternative for youth engaging in misconduct. The program currently serves an average of 212 youth each month. All WETA services will be eliminated and use of detention at Juvenile Hall may increase as a result.

- The elimination of vacant positions in Juvenile Institutions will reduce opportunities for hiring additional staff, and may hinder the department's ability to comply with mandated staffing ratios for Juvenile Hall. In addition, it may lead to increased overtime costs to assure the maintenance of mandated staffing ratios during all shifts.

- The capacity of Camp Sweeney will be reduced from 80 to 60 minors. Camp will remain as a placement option, but will accommodate fewer minors. To the extent they are available, alternative placement options may be more highly utilized as a result. Such alternatives will likely be more distant from the homes of probationers, reducing their contact with families during placement, and may lead to increased costs for placements. In addition, the loss of this option may also lead to longer stays at Juvenile Hall for youth awaiting placement.

- The reduction of janitorial services at Juvenile Hall will require the resumption of programs to involve detained minors in the maintenance of this facility. Juveniles will assume daily facility maintenance duties for detention units, including sweeping, mopping, dusting, and sanitizing bathrooms. This change may degrade the overall cleanliness of Juvenile Hall.

- The redirection of Juvenile Justice Crime Prevention Act revenues to support gender-specific services will enhance service levels for girls under Probation supervision.

- Increased revenues for Targeted Case Management will allow the department to claim expenses related to case management for Medi-Cal eligible individuals and improve access to health insurance.

- The Final Budget adjustment which eliminated vacant funded positions and reduced Discretionary Services & Supplies will limit the ability of the Probation Department to address current workload levels and will reduce available funding for administrative expenditures.

Public Defender

- Eliminating vacant positions will hamper the department's ability to hire support staff and to flexibly staff positions.
- Reducing branch operations may impact the Public Defender's ability to staff the smaller branch court facilities.
- Eliminating the attorney handling on-campus recruitment and interviewing will impact ability to meet affirmative action goals.

Sheriff

- Increase in revenue anticipated from the inmate booking fee increase effective July 1st. This is the fee charged to jurisdictions for placing inmates in the county jail.
- Reducing Sheriffs Technician support to various Santa Rita Jail programs will impact the ability of the Maximizing Opportunities for Mothers to Succeed (MOMS) program to track graduates; and reduce support at the Community Re-entry Center (CRC).
- Reducing funded vacant positions will permanently shift some duties to other staff and reduce staffing flexibility.
- Eliminating the detective support on the Alameda County Regional Auto Theft Task Force will restrict the ability to take a regional approach to preventing and solving these types of crimes.
- Reducing the Parking/Abandoned Vehicle Enforcement Unit will shift duties to remaining staff.
- Eliminating Prisoner Pick-up/Warrant Service Unit, which handles retrieval of inmates from other jurisdictions based on Alameda County warrants, will shift this function to Santa Rita.

Trial Court Funding

- Reduce available funding for court facilities lease increases or facilities projects.

Internal Service Funds

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
2003-04 MOE Budget	**206,998,628**	**206,998,628**	**0**			**589.28**
Information Technology Department						
Reduce network upgrade expenditures	(547,931)	(547,931)	0			0.00
Eliminate funding for vacant ITD positions	(127,069)	(127,069)	0			(2.00)
Total ITD	***(675,000)***	***(675,000)***	***0***	***0***	***0***	***(2.00)***
General Services Agency						
Reduce pooled vehicles by 28 cars	(80,000)	(80,000)	0			0.00
Reduce Discretionary Services and Supplies accounts in BMD	(540,000)	(540,000)	0			0.00
Reduce BMD janitorial services at Juvenile Hall for the Probation Department	(500,000)	(500,000)	0			(9.00)
Reduce BMD lease costs for SSA	(219,956)	(219,956)	0			0.00
Reduce the number of assigned vehicles in the Sheriff's Department by 7 cars	(36,960)	(36,960)	0			0.00
Reduce the number of assigned vehicles in the District Attorney's Office by 6 cars	(31,680)	(31,680)	0			0.00
Reduce the number of assigned vehicles in the Public Defender's Office by 2 cars	(10,560)	(10,560)	0			0.00
Eliminate vacant funded BMD positions	(459,457)	(459,457)	0			(5.00)
Eliminate vacant funded Print positions	(124,963)	(124,963)	0			(2.00)
Reduce telephone expense account	(100,000)	(100,000)	0			0.00
Total GSA	***(2,103,576)***	***(2,103,576)***	***0***	***0***	***0***	***(16.00)***
Risk Management						
Reduce Liability and Workers' Compensation reserves	(1,400,000)	(1,400,000)	0			0.00
Reduce Risk Management consulting and contract services	(240,000)	(240,000)	0			0.00
Reduce property insurance costs	(200,000)	(200,000)	0			0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FMR	Total with FMR	FTE
Reduce Salaries and Benefits in Risk Management	(60,000)	(60,000)	0			0.00
Total Risk Management	***(1,900,000)***	***(1,900,000)***	***0***	***0***	***0***	***0.00***
Subtotal VBB Changes	**(4,678,576)**	**(4,678,576)**	**0**	**0**	**0**	**(18.00)**
2003-04 Proposed Budget	**202,320,052**	**202,320,052**	**0**	**0**	**0**	**571.28**

Service Impacts

- Reduction in Risk Management funding results in a decrease in contract services and a reduction in the planned reserves for the liability and workers' compensation programs.

- Information Technology Department upgrades to the County's network will be delayed.

- Motor vehicles will continue to be available; however, during periods of peak demand it may be necessary to lease vehicles.

- Intervals for routine maintenance schedules for county facilities will be extended. There may be some service delays for non-critical equipment. In the short term there is minimal risk to building systems, fire/life safety systems, security systems or sanitation services. However, in the longer term the useful life of some facilities and equipment will be shortened.

- Elimination of vacant funded pay units in the Building Maintenance Department may result in delays in responding to non-critical requests for service, but should result in minimal service impacts presently. However, when new buildings are completed such as the new Juvenile Justice Facility and the East County Hall of Justice, personnel requirements will have to be reevaluated.

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CAPITAL PROJECTS

CAPITAL PROJECTS

Financial Summary

Capital Projects	2002 - 03 Budget	Maintenance Of Effort	Change from MOE VBB	Change from MOE Final/ Amend Adj	2003 - 04 Budget	Change from 2002 - 03 Budget Amount	Change from 2002 - 03 Budget %
Appropriations	144,877,740	140,391,750	(3,377,160)	144,269	137,158,859	(7,718,881)	-5.3%
AFB	0	10,559,692	0	0	10,559,692	10,559,692	0.0%
Revenue	136,584,010	121,517,015	0	144,269	121,661,284	(14,922,726)	-10.9%
Net	8,293,730	8,315,043	(3,377,160)	0	4,937,883	(3,355,847)	-40.5%

MISSION STATEMENT

To provide for the County's short and long-range capital needs for the maintenance, renovation, and new construction of County facilities, and for the conversion of its surplus real property.

MAJOR SERVICES

The Capital Projects Program funds capital projects undertaken and completed by the General Services Agency. In addition, the County's major maintenance, underground tank removal, hazardous materials removal and American with Disabilities Act (ADA) compliance projects are included in the Capital Projects Program.

The Property Development Program, under the supervision of the Community Development Agency, provides direction and oversight to the development of the County's surplus real property assets to ensure they are converted to useful purposes and provide future revenue streams to help fund the County's Capital Projects Program.

SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes appropriations of $140,391,750, with offsetting revenue of $121,517,015, and an available fund balance of $10,559,692 for a net county cost of $8,315,043. Adjustments for FY 2003-04 result in a net county cost increase of $21,313.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**144,877,740**	**136,584,010**	**8,293,730**	**0.00**
Adjustments based on planned capital projects for 2003-04	1,514,010	1,492,697	21,313	0.00
Adjustments to Surplus Property fund based on projected land sales	(6,000,000)	(6,000,000)	0	0.00
Subtotal MOE Changes	**(4,485,990)**	**(4,507,303)**	**21,313**	**0.00**
2003-04 MOE Budget	**140,391,750**	**132,076,707**	**8,315,043**	**0.00**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**140,391,750**	**132,076,707**	**8,315,043**	**0.00**
Reduce appropriations for hazardous materials cleanup	(30,625)		(30,625)	0.00
Reduce appropriations for Project #2042 - Administration Building Plaza Safety Improvements	(3,346,535)		(3,346,535)	0.00
Subtotal VBB Changes	**(3,377,160)**	**0**	**(3,377,160)**	**0.00**
2003-04 Proposed Budget	**137,014,590**	**132,076,707**	**4,937,883**	**0.00**

Service Impacts

Values-Based Budgeting adjustments for the Capital Projects Program will reduce General Fund allocations by 40.5% and will have the following programmatic impacts:

- Fewer hazardous materials cleanup projects will be undertaken.
- Safety improvements to the County Administration Building Plaza will be delayed.
- Reduction in the Capital Projects Budget will delay the completion date of certain projects.

The Proposed Budget includes appropriations of $137,014,590 with offsetting revenue of $121,517,015 and an available fund balance of $10,559,692 for a net county cost of $4,937,883.

Funding is included for the following projects:

- Alameda County Medical Center Critical Care and Clinics Building at Highland Hospital
- Juvenile Justice Facility
- East County Courthouse
- Castro Valley Library
- Berkeley Courthouse Renovations
- Project YES! Building Renovations
- West Winton Avenue Building Renovations
- Courthouse Square Seismic Retrofit and Renovations
- Auditor Controller's Office Renovations
- Countywide Major Maintenance Projects and five Building Evaluation Reports
- Countywide Hazardous Materials Removal Projects
- ADA Interior Access Compliance Projects

Funding is also included to support the County's Surplus Property Development Program as follows:

- Appropriations and offsetting revenue and available fund balance of $46,300,000, a decrease of $6,000,000 at no net county cost. The decrease is due to the projected decline in land sales for the County's surplus properties.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in Capital Projects include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**137,014,590**	**132,076,707**	**4,937,883**	**0.00**
Bd Apprv'd Midyear Adjustment for retrofit of Courthouse and Admin Bldg	144,269	144,269	0	0.00
Subtotal Board/Final Changes	**144,269**	**144,269**	**0**	**0.00**
2003-04 Approved Budget	**137,158,859**	**132,220,976**	**4,937,883**	**0.00**

The Final Budget includes appropriations of $137,158,859 with offsetting revenue of $121,661,284, and an available fund balance of $10,559,692 resulting in a net county cost of $4,937,883.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes appropriations of $137,158,859 with offsetting revenue of $121,661,284, and an available fund balance of $10,559,692 resulting in a net county cost of $4,937,883.

MAJOR ACCOMPLISHMENTS IN 2002-03 INCLUDE:

CAPITAL PROJECTS

- Updated the 2002-07 Capital Improvement Plan, identifying 87 projects in the Capital Needs Inventory with funding requirements of over $1.2 billion, and updated the financial plan based on identified funding sources and priorities.
- Completed the design and EIR/EIS for the construction of the East County Hall of Justice and Juvenile Justice facilities.
- Started seismic upgrade and remodel of Berkeley Courthouse.
- Completed ADA study of court buildings and facilities with recommendations for corrective action.
- Completed the first and second phase of the three-phase feasibility study for the Fairmont Campus in San Leandro to determine the best land use policy.
- Replaced security cell doors, completed ADA upgrades for sidewalks, parking and public entrance, and completed restoration of the housing unit roofs at the Santa Rita Jail.
- Installed a new three-quarter-inch security glass for the detainee sleeping rooms, and installation of perimeter security fence at Juvenile Hall.
- Renovated portions of the Administration Building including the Treasurer Tax Collector, Auditor-Controller's Offices, and the Board of Supervisors' Chamber; waterproofed the exterior of building and completed phase one (escalator removal) of the first floor lobby remodel.

PROPERTY DEVELOPMENT PROGRAM

- Completed conceptual design of the Dublin Transit Center BART garage.

- Secured final entitlements for the Dublin Transit Center, on County surplus property adjoining the Dublin BART station.
- Selected two housing developers to develop 965 units of market rate housing and 112 units of affordable housing on County surplus properties in Dublin.
- Negotiated a Purchase and Sale Agreement and entitlements with IKEA for a 27-acre site in Dublin for $24 million.
- Sold a 1.5-acre site in Dublin to Bank of America for $1.5 million.

MAJOR SERVICE AREAS

CAPITAL PROGRAM

Goal:

To plan and construct capital improvements within established budgets and parameters, and in accordance with the best standards of professional practice.

Objectives:

- Plan and construct facility improvements and Capital Projects within established budgets and schedules through 2004.
- Implement a Countywide Green Building policy.
- Begin the construction phase of the new Juvenile Justice Facility and the East County Hall of Justice.
- Complete the construction of the Berkeley Courthouse renovation.
- Complete the renovation and seismic reinforcement of the Washington Township Veterans Memorial Building in Niles.
- Complete the design and construction of the Project YES facility.
- Provide environmental disclosure, support and environmental investigation/ remediation services as required for the County's sale of property at Santa Rita and Staples Ranch.
- Achieve final completion and project closeout of the Highland Critical Care and Clinics Building and Parking Garage.
- Continue countywide major maintenance, hazardous materials removal and ADA Interior Access Compliance programs.

PROPERTY DEVELOPMENT PROGRAM

Goal:

To promote economic development in Alameda County communities and for Alameda County residents.

Objectives:

- Continue entitlement process and disposition of County Surplus Properties in Dublin and at Staples Ranch in Pleasanton.
- Complete the sale of the 27-acre IKEA site in Dublin.

Capital Projects	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	14,639	15,617	21,500	21,500	21,500	0	0
S&S	8,491,727	6,951,277	14,784,709	13,129,651	13,099,026	(1,685,683)	(30,625)
Other	19,326	107,637	0	0	0	0	0
Fixed Assets	23,057,422	48,022,850	107,007,856	105,382,599	102,180,333	(4,827,523)	(3,202,266)
Other Financing Uses	88,818,986	4,601,025	23,063,675	21,858,000	21,858,000	(1,205,675)	0
Net Appropriation	120,402,100	59,698,406	144,877,740	140,391,750	137,158,859	(7,718,881)	(3,232,891)
Financing							
AFB	19,931,110	19,900	0	10,559,692	10,559,692	10,559,692	0
Revenue	84,141,910	37,699,244	136,584,010	121,517,015	121,661,284	(14,922,726)	144,269
Total Financing	104,073,020	37,719,144	136,584,010	132,076,707	132,220,976	(4,363,034)	144,269
Net County Cost	16,329,080	21,979,262	8,293,730	8,315,043	4,937,883	(3,355,847)	(3,377,160)

Total Funding by Source

Major Funding Source	2002 - 03 Budget	Percent	2003 - 04 Budget	Percent
Other Taxes	$0	0.0%	$0	0.0%
Licenses, Permits & Franchises	$0	0.0%	$0	0.0%
Fines, Forfeits & Penalties	$10,561,570	7.3%	$2,254,750	1.6%
Use of Money & Property	$300,000	0.2%	$300,000	0.2%
State Aid	$99,708	0.1%	$293,208	0.2%
Aid from Local Govt Agencies	$0	0.0%	$380,729	0.3%
Charges for Services	$0	0.0%	$0	0.0%
Other Revenues	$52,000,000	35.9%	$47,233,454	34.4%
Other Financing Sources	$73,450,846	50.7%	$71,199,143	51.9%
Available Fund Balance	$0	0.0%	$10,559,692	7.7%
Subtotal	$136,412,124	94.2%	$132,220,976	96.4%
County-Funded Gap	$8,465,616	5.8%	$4,937,883	3.6%
TOTAL	$144,877,740	100.0%	$137,158,859	100.0%

Departments Included:

General Services Agency, Capital Projects
Surplus Property Authority

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CHILDREN'S SERVICES

ALAMEDA COUNTY CHILDREN'S SERVICES

Financial Summary

Services to Children	2002-03 Budget	Maintenance of Effort	2003-04 Budget	Change from 2002-03 Budget	
				Amount	%
Appropriations	593,807,810	579,352,650	579,352,650	(14,455,160)	(2.4%)
Revenue	499,687,405	482,404,786	482,404,786	(17,826,619)	(3.6%)
Net County Cost	94,120,405	96,947,864	96,947,864	2,827,459	3.0%

MISSION STATEMENT

To assure that Alameda County's children have a safe, healthy and nurturing family environment, the County will provide leadership in planning, collaborating, and integrating culturally-appropriate services for children and families.

WORKING FOR THE WELL-BEING OF CHILDREN IN ALAMEDA COUNTY: THE RESULTS-BASED CHILDREN'S BUDGET, 2003-2004

What Is a Results-Based Children's Budget?

The goal of this section of the Budget Book is to allow policymakers to see in one place:

- The County's overall goals for children, youth, and families.
- Trend data indicating how well the County is reaching those goals.
- An analysis by program about key factors affecting those trends.
- A listing of all County-funded efforts to address these goals, accompanied by their budget information, a statement of their workload, and a measurement of their performance.

The purpose of a results-based system is to reach consensus as a jurisdiction on desired goals and strategies for attaining them. These strategies, which typically include programs or collaborations funded with public dollars, can then be assessed for overall effectiveness using a set of locally-defined performance measures.

Results-based accountability systems aid public institutions in determining what they want to accomplish, how they will go about doing it, and how to measure whether or not their plans are working.

What Are the Next Steps?

This section of the Budget Book is now in its third year. As departments and agencies have interacted more with this reporting framework, they have created and refined performance measures that are aligned with the countywide outcomes and indicators, and they have collected and reported data on many of these measures.

OUTCOMES FOR ALAMEDA COUNTY'S CHILDREN, YOUTH, AND FAMILIES

Under the guidance of the Interagency Children's Policy Council (ICPC) in 2000, a broad group of community members, parents, community-based providers, County staff, and policymakers worked to define what the County wants and can do for its children, youth and families. The following statements represent the resulting vision of positive, healthy outcomes for children, families, and neighborhoods:

- All children are physically and mentally healthy.
- All children are educated, nurtured, and experience success in a range of rich learning environments.
- All families are economically self-sufficient.
- All children, youth and their families experience community.
- All neighborhoods are safe, stable, and support the families who live there.

Indicators have been selected for measuring the County's progress toward achieving all of these outcomes. The 2003-2004 Results-Based Children's Budget highlights the two outcomes which current County systems are able to address. The two outcomes highlighted in this year's budget are:

- All children are physically and mentally healthy.
- All families are economically self-sufficient.

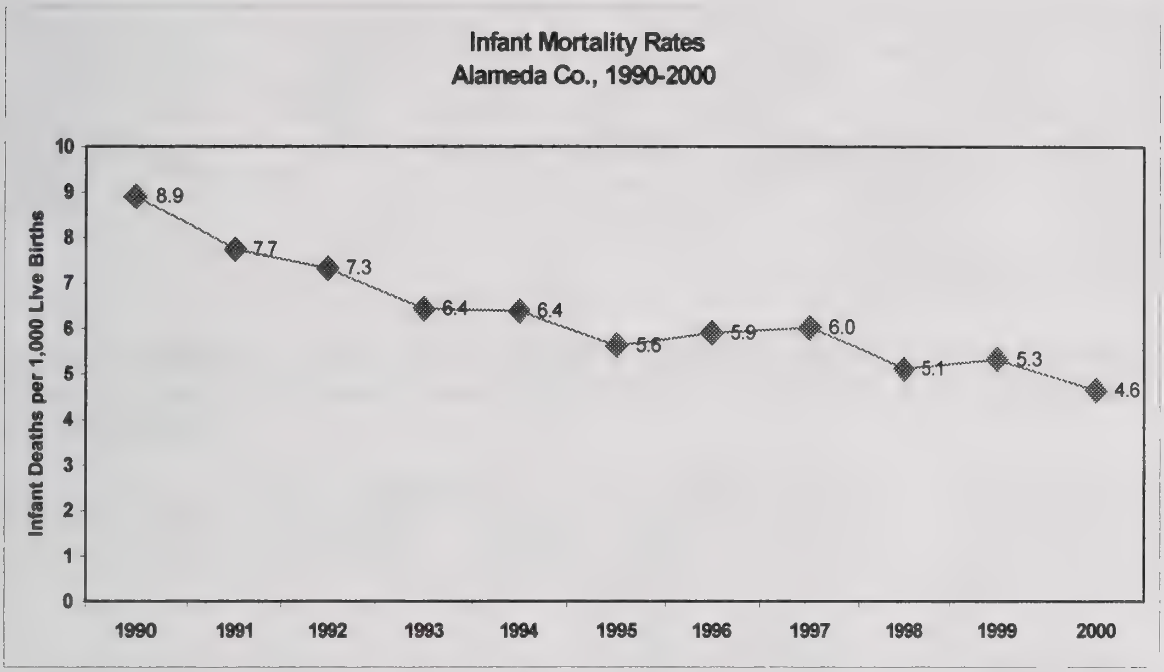
The following tables present comprehensive information at a glance about each one of these outcome areas and the associated indicators. For each outcome and indicator, the County's current key intervention strategy has been defined by the relevant agency. Within each strategy area, agencies have listed the programs focused on implementing this strategy, alongside their fiscal information and performance measurement data.

As you read this budget, it is crucial to note that:

- Not all County programs and departments are represented here. Information is presented only for those programs that are relevant to a particular indicator and/or which could provide current data.

OUTCOME 1: ALL CHILDREN ARE PHYSICALLY AND MENTALLY HEALTHY AND SAFE

INFANT MORTALITY



STORY BEHIND THE INFANT MORTALITY BASELINE

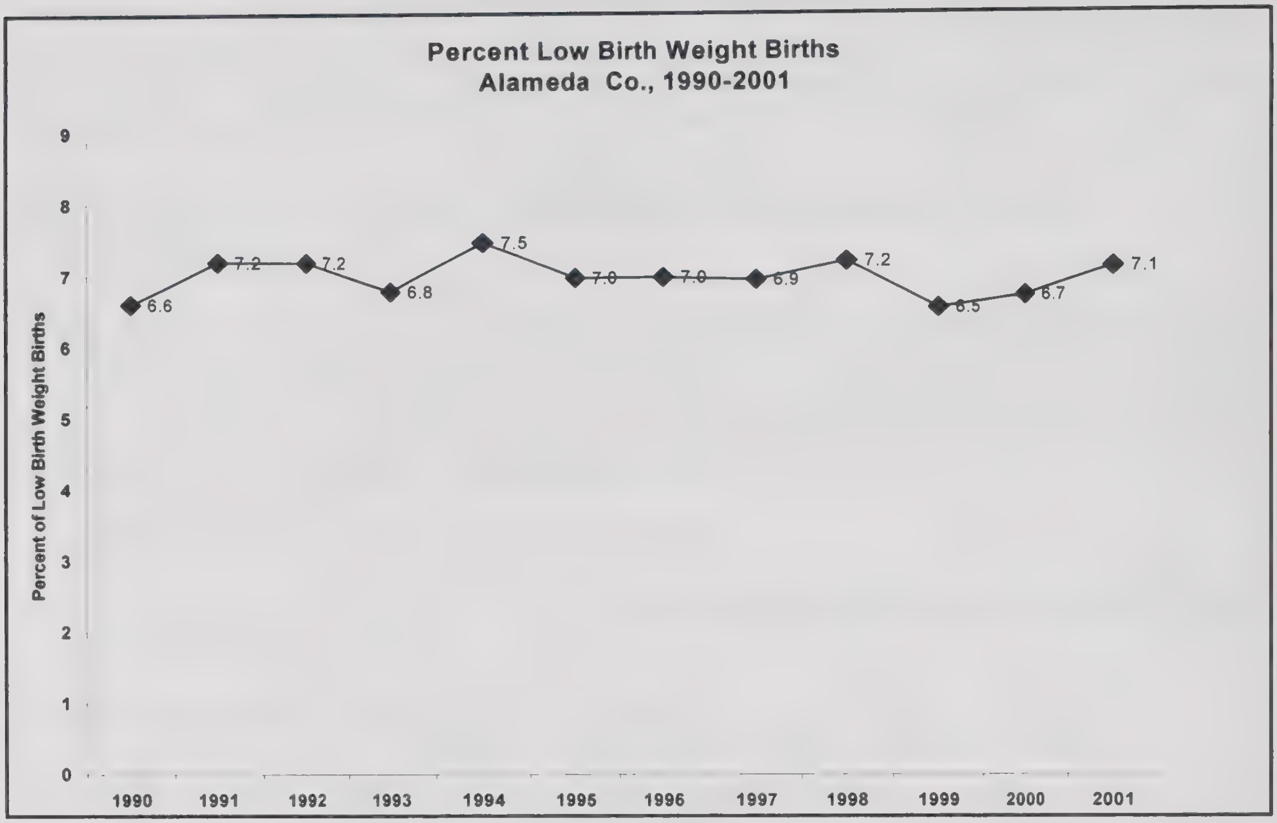
Infant mortality is the death of a child less than one year of age. It signifies the overall health status of the mothers and their ability to access prenatal care.

In 2000, 193 infants died in the County before their first birthday. Nearly two-thirds of these deaths took place during the first 27 days of the infants' lives. Of these deaths, 26% were African American, 24% were Latino, 23% were White, 16% were Asian and 3% were Native Hawaiian and Other Pacific Islander. Nearly 7% of the infants were identified as two or more races.

County Strategy: Provide multidisciplinary case management services to high-risk children and families via service providers that follow best practice standards of care and protocols on a variety of risk-based behaviors, e.g., substance abuse, HIV screening, Sudden Infant Death Syndrome, and domestic violence.

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Black Infant Health	HCSA/PH	$1,178,551	$1,223,400	180 African American Women Served	240 African American Women Served	10% Decrease in Substance Abuse in Pregnant BIH Participants	10%

LOW BIRTH WEIGHT



STORY BEHIND THE LOW BIRTH WEIGHT BASELINE

Low birth weight infants weigh less than 5 lbs. 8 oz. at birth, and are at much greater risk of illness and death. Many factors increase the risk of low weight at birth. Examples include pre-term delivery, maternal smoking and illicit drug use, poor maternal nutrition, young maternal age, older maternal age, low maternal educational attainment, low family income, and late or no prenatal care for mother.

African American mothers are twice as likely to have low birth weight babies as compared with all other ethnic groups. Mothers younger than 20 years of age have the highest risk of a low birth weight baby, followed by mothers ages 35 and above.

County Strategy #1: Provide tobacco use prevention education to pregnant and parenting women via Medi-Cal managed care plans.

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Perinatal Services- Smoke Free Homes	HCSA/PH	$60,000	$60,000	1,000 Women Served	2,000 Women Served	90% Of Women who Smoke Receive Prenatal Care in their First Trimester of Pregnancy	90%

Comments: Other strategies with performance measures under development include (1) the MOMS program, which targets low-income incarcerated pregnant women for substance abuse treatment, and (2) the WIC program, which works with community partners to promote adequate usage of folic acid and other nutritional requirements for pregnant women.

County Strategy #2: Support several community agencies in targeting low-income pregnant women for substance abuse treatment.

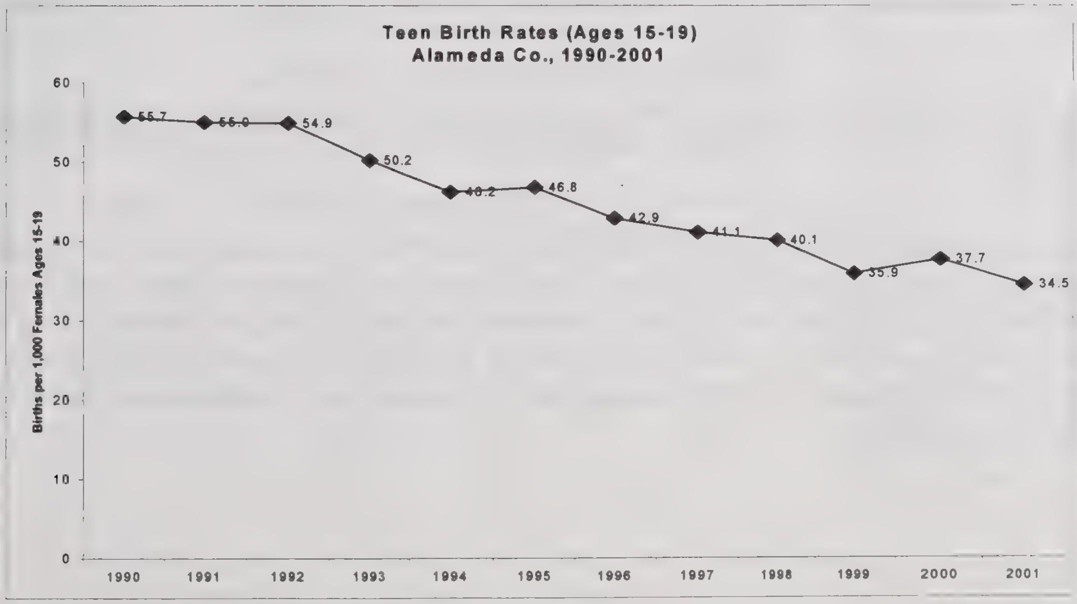
		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Maximizing Opportunities for Mothers to Succeed (MOMS)*	Sheriff	$682,000	$685,000	209 Pregnant/ Parenting Inmates	220 Pregnant/ Parenting Inmates	100% Complete 4 Weeks of the 8 Week Gender Responsive Curriculum 38% Complete Entire 8 Weeks 10% Recidivism	100% Complete 4 Weeks of the 8 Week Gender Responsive Curriculum 40% Complete Entire 8 Weeks 9% recidivism

County Strategy #3: Support a nutritionist and food programs to work with community partners to promote adequate usage of folic acid and other nutritional requirements for pregnant women.

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
WIC	HCSA/ PH	$3,190,950	$3,258,971	17,250 Families Receive Nutritional Vouchers & Info Monthly	17,350 Families Receive Nutritional Vouchers & Info Monthly	96% of Participants Enrolled During First Trimester Deliver Infants Weighing More Than 5 lbs., 7 oz.	96%

Comments: Based on a three-year average, 1998-2000, the rate of low birth weight in Alameda County was 6.8%, one of the highest rates among California's 58 counties. This rate exceeds the Healthy People 2010 national objective of no more than 5%.

TEENAGE BIRTHS



STORY BEHIND THE TEEN BIRTH BASELINE

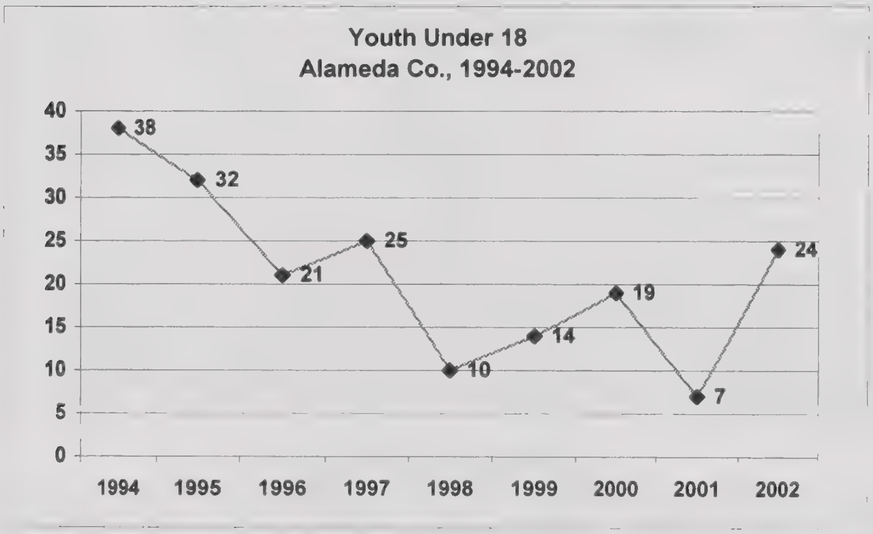
This chart represents the number of mothers 15 to 19 years old in the County. Teen mothers typically have more difficulty completing their education, have fewer employment opportunities, and are more likely to require public assistance and to live in poverty than their peers. Infants born to teen mothers are at high risk for poor birth outcomes, child abuse, neglect, and eventual behavioral and educational problems.

In 2000-01 the teen birth rate of Latina (74 per 1,000 females ages 15-19), African American (64), and Hawaiian and other Pacific Islander teens (45) was substantially higher than rates for White (14) and Asian (13) teens.

County Strategy #1: Support several collaboratives that seek to prevent teenage pregnancy via prevention education and mentoring.

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Cal Learn Contracts with Perinatal Council and Tiburcio Vasquez Health Center	SSA/CFS	$496,000	$496,000	1,780 youths	1,800 youths	40% Progress Rate in Scholastic Achievements for Program Participants	50%

YOUTH DEATHS

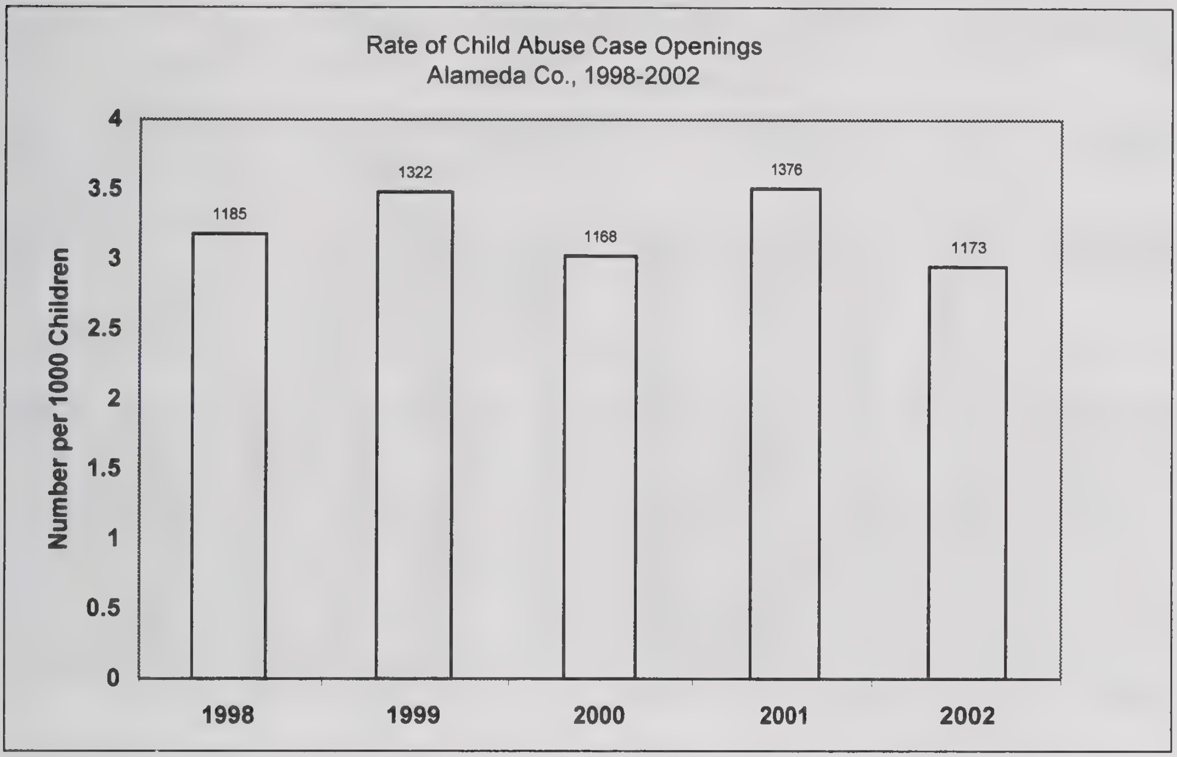


STORY BEHIND THE YOUTH DEATHS BASELINE

From 1994 through 2001, the number of children who died by violent means decreased from 38 to 7. However, in 2002, the number of children dying by violent means rose to 24. The increase coincides with a rise in crime rates in general in 2002.

County Strategy: In Alameda County, youth deaths by violence are scrutinized and monitored by Supervisor Gail Steele. Each year, the Children's Memorial Committee remembers these children in a public ceremony where a special children's flag is flown and each deceased child's name is read aloud. In addition, County programs work to (1) prevent repeat incidents of child abuse and (2) reduce youth delinquency and violence via the strategies listed.

INCIDENTS OF CHILD ABUSE



STORY BEHIND THE CHILD ABUSE BASELINE

These data reflect cases newly opened for service in each year. Usually, there is a substantiated allegation though some cases are opened because they are referred to Family Preservation Services. Not every instance of substantiated allegation becomes an open case and not all of these cases result in the children becoming dependents of the court.

The rate of child abuse case openings has remained fairly stable over the past four years, varying from 3.0 to 3.5 cases for every 1,000 youth aged 0 through 17.

County Strategy: Provide rapid emergency investigations of child abuse incidents to prevent further abuse and neglect.

		Expenditures		**Workload**		**Performance Measure**	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Dependency Representation	Public Def.	$1,500,000	$1,600,000	1,000 child Dependency Cases	1,000 Child Dependency Cases	Measures in Development with State Admin Office of Courts	Same
Court Appointed Special Advocate	HCSA	$580,000	$580,000	300 Foster Care Children	300 Foster Care Children	100 New CASA Volunteers Recruited	150
Child Abuse Prevention Contracts	SSA	$560,449	$920,595	12,351 Children/6,603 Families	11,115 Children/5,942 Families	90% of Program Participants Receive Services and Gain Tools That Will Prevent, Reduce and Ameliorate the Incidences of Physical and Sexual Abuse, and /or Neglect of Children.	90%

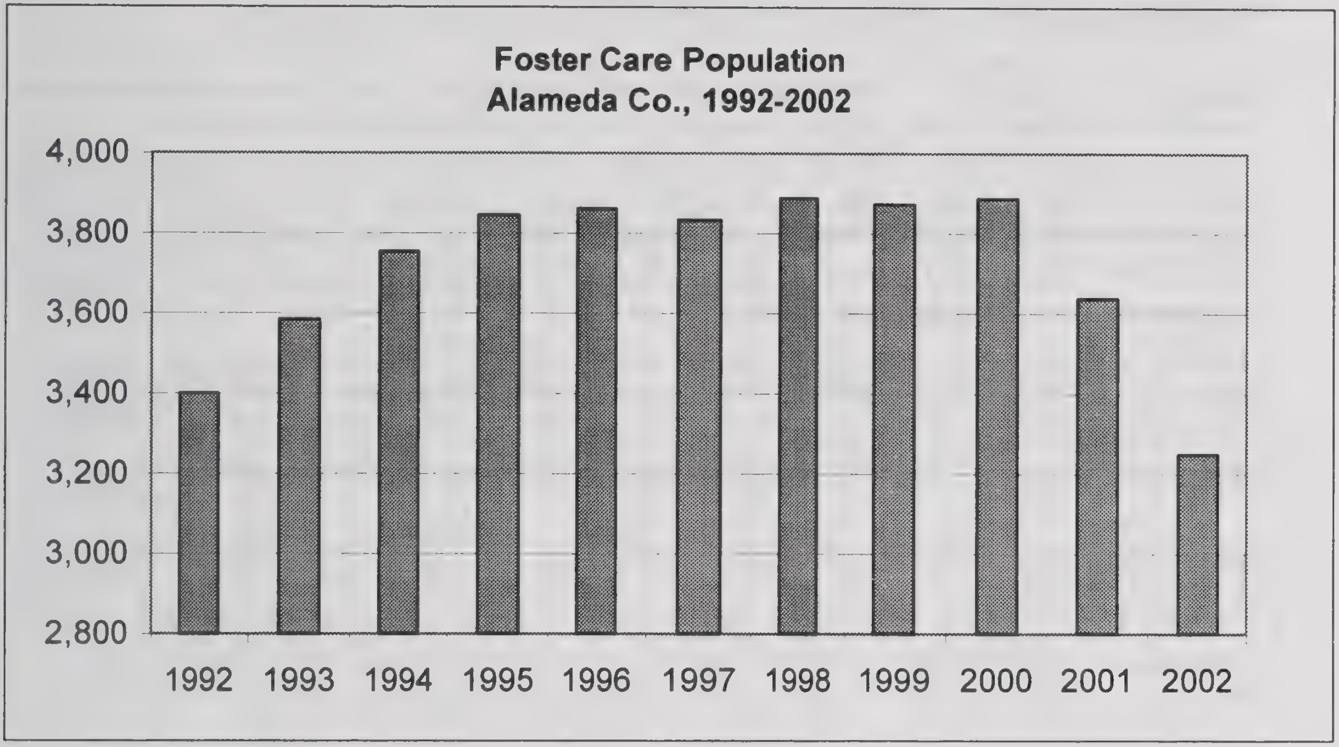
		Expenditures		**Workload**		**Performance Measure**	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Another Road to Safety	SSA/ DCFS	$440,000	$1,437,140	8,500 Referrals	8,500 Referrals	43% of Referrals Receive an ARS Assessment	45%
Domestic Violence	SSA	$289,535	$531,115	Average 35 Clients per Month	Average 48 Clients per Month	420 Families Moving from Violence to Safety	576
Child Sexual Assault Unit	District Attorney	No distinct Program Budget	No distinct Program Budget	350 Child Sexual Assault Cases Prosecuted	350 Child Sexual Assault Cases Prosecuted	47% of These Cases Prosecuted by the Sexual Assault Unit	51%

Comments: The Another Road to Safety (ARS) initiative will expand the number of emergency response assessments conducted by the County, but will divert families from the formal system to community-based service providers. This initiative is a collaboration between the Department of Health and Human Services, Administration for Youth and Families(ACYF), Alameda County Social Services Agency and the Children and Families Commission, Every Child Counts (ECC). In 2003-04 ACYF has committed $437,000 and ECC has committed $1,000,000 towards this effort. ARS has been steadily increasing the number of eligible families and plans to reach its target of 200 families served in 2004.

There were a total of 17 Child Abuse Prevention contractors for 2002-03 and 15 for 2003-04. The program's primary purpose is the prevention, reduction and amelioration of physical and sexual abuse, and/or neglect of children. Services provided include, but are not limited to: parent education, community outreach, case management, counseling, housing, family/individual therapy, in-home support, forensic interviews, and training.

The Child Sexual Assault Unit utilizes the “vertical prosecution” method in which the same prosecutor, investigator, and victim-witness advocate are assigned to the case from arraignment through final disposition thus reducing or eliminating the residual trauma to the child victim through consistent points of contact. Goal is to increase the percentage of cases handled in this manner.

NUMBER OF CHILDREN IN FOSTER CARE



STORY BEHIND THE FOSTER CARE BASELINE

The number of children in foster care in Alameda County increased each year between 1992 and 1996. During the next four years, little changed occurred. Since 2000, the foster care population has begun a modest decline. This reduction is due in part to fewer referrals received, an increase in care provided by kin through the KinGap program, and an increase in adoptions being finalized. There may also be other reasons not understood at this time.

County Strategy #1: Provide In-Home Services to keep families intact and prevent placement of children in foster care by implementing a strength-based approach for family maintenance and preservation.

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Family Preservation	SSA/ DCFS	$3,613,959	$3,886,977	323 Children Served	300 Children Served	45% of the Children that Were in Out-of-Home Care are Reunified with Their Family.	50%

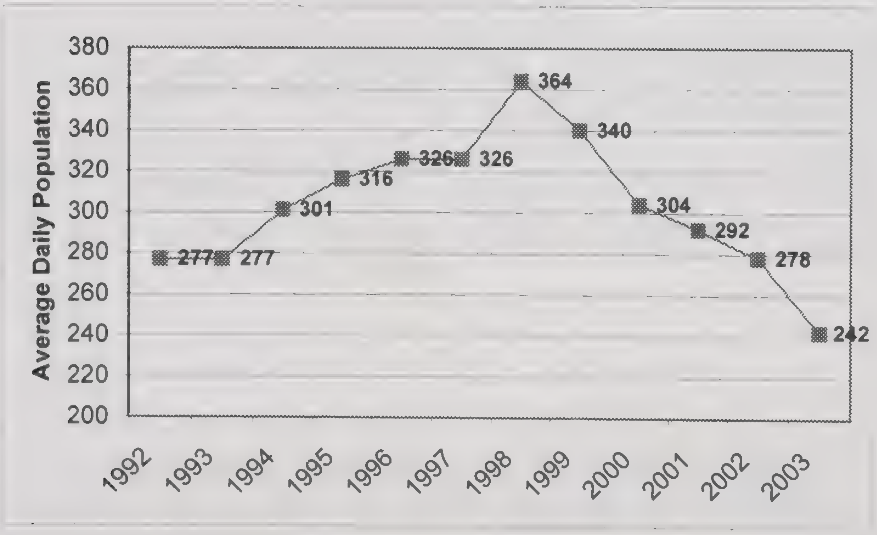
Comments: The Family Maintenance caseloads have been stable for a few years since the elimination of non-mandated "voluntary" services in the early 1990s. The program caseload is limited in any given year by the number of Child Welfare Workers assigned to work on these program areas.

The Family Preservation caseload combines back-end and front-end numbers where each sub-program has a different goal: the front-end services are preventive; back-end services support children exiting the system through family reunification.

County Strategy #2: Provide Out-of-Home Services to dependents of the court that result in safe, stable living arrangements. For the first 18 months of placement, the goal is to reunify families. For children who cannot return to families, services include adoption, guardianship, placement with kin, and providing independent living skills (ILSP) for teens. Alameda County is presently establishing a new Kinship Unit in its Long Term Care Department. As a result, we should see a drop in the number of children in foster care by next year.

		Expenditures		**Workload**		**Performance Measure**	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Adoptions	SSA/ DCFS	$3,726,717	$3,559,890	450 Children Freed for Adoption	400 Children Freed for Adoption	67% of Children Adopted	75%
Independent Living Skills Program	SSA/ DCFS	$2,186,494	$2,206,361	1,044 Foster Youth Served	1,100	90% of Foster Youth in School or Getting Jobs	90%
Kinship Foster Care	SSA/ DCFS	$251,424	$243,123	1,350 Foster Children in Kinship Care	1,350 Foster Children in Kinship Care	277 Children Moved to KinGap Program	200
Family Reunification	SSA/ DCFS	No Distinct Program Budget	No Distinct Program Budget	1,050 Children in Family Reunification	1,050 Children in Family Reunification	760 Children Reunified	760

DAILY POPULATION AT JUVENILE HALL
Average Daily Population
Alameda Co., 1992-2003



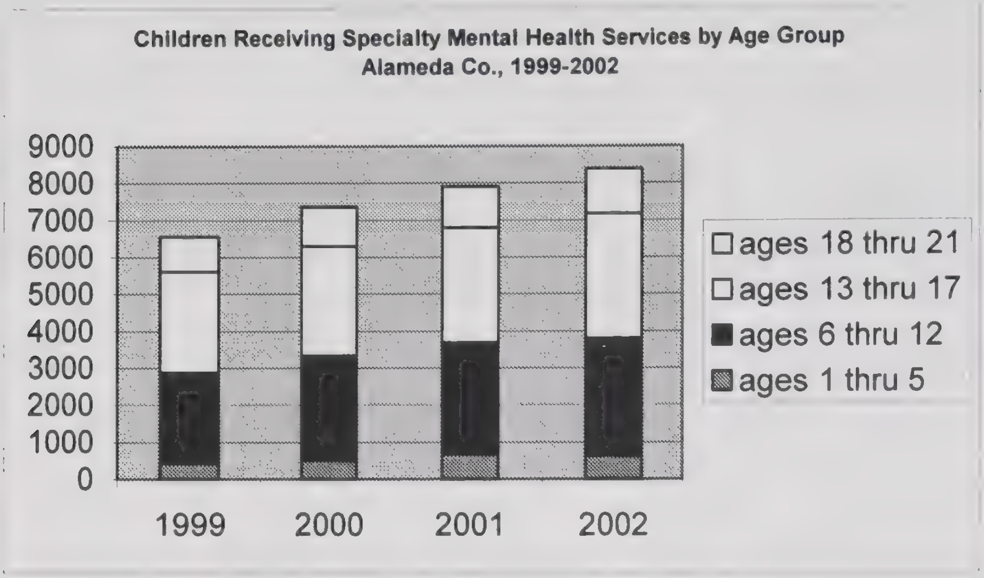
STORY BEHIND AVERAGE DAILY POPULATION AT JUVENILE HALL

The average daily population at Juvenile Hall reached a peak in 1998 and has declined sharply in each subsequent year. Several new policies adopted by the Probation Department have contributed to this trend, including the implementation of a Detention Risk Assessment tool, the expansion of the Community Probation Program, and enhanced efforts to identify placement options for hard-to-place children. In combination, these policies have contributed to a 34 percent decline in the population of Juvenile Hall since 1998.

County Strategy: Protect children by providing a safe and nurturing environment while striving to keep families intact. Maintain levels of protection, supervision and custody commensurate with public safety and legal mandates. (Alameda County Juvenile Justice Complex Needs Assessment and Master Plan)

		Expenditures		**Workload**		**Performance Measure**	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Juvenile Hall	Prob.	$27,944,997	$32,981,417	270 Average Daily Population	250 Average Daily Population	440 Major Incidents Annually	400
Camp Sweeney				80 Average Daily Attendance	45 Average Daily Attendance	90 Grads to Aftercare Furlough	100
Juvenile Services	Prob.	$16,332,350	$19,497,278	3,000 Juveniles Assessed	1,900 Juveniles Assessed	950 Minors Delivered to Juvenile Hall – Not Booked	700
						700 Youth Enrolled in Community Probation	1,000
School Resource Officer	Sheriff	$1,287,945	$1,136,599	21,220 Children Served	22,343 Children Served	No Measure	No Measure
Juvenile Investigations	Sheriff	$440,600	$466,821	766 Juvenile Cases	533 Juvenile Cases	No Measure	No Measure
Youth and Family Services Unit	Sheriff	$250,000	$278,953	n/a	303 Referrals	No Measure	No Measure
DARE	Sheriff	$211,836	$223,259	3,600 Children Served	3,800 Children Served	100% Program Graduation Rate	100%
Project New Start	PH	$98,388	$98,388	80 At-Risk Youth Served	85 At-Risk Youth Served	100% of Youth Complete 90% of their Community Service Requirement	100%
Juvenile Cases	Public Defender	No Distinct Program Budget	No Distinct Program Budget	2,600 Juvenile Cases	2,700 Juvenile Cases	No Measure	No Measure

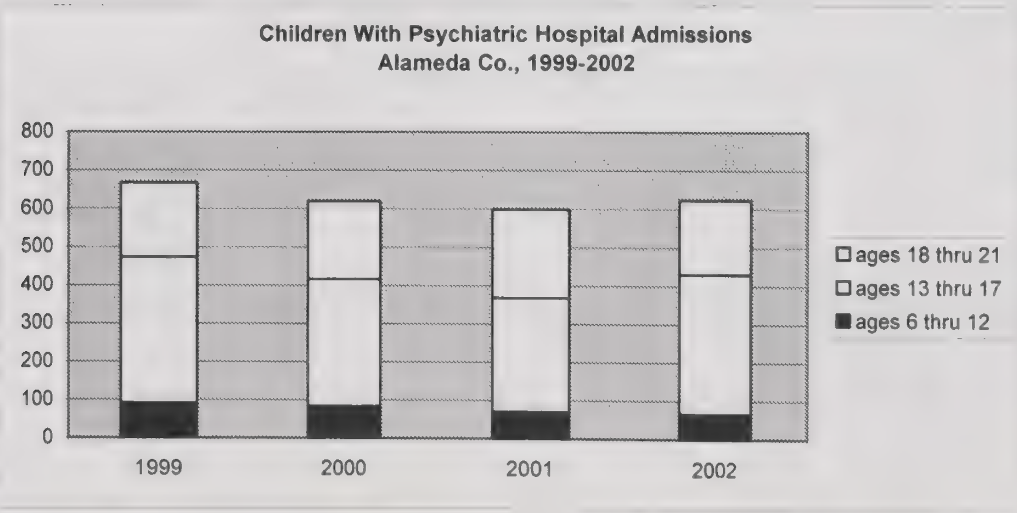
MENTAL HEALTH SPECIALTY SERVICES



STORY BEHIND THE MENTAL HEALTH SPECIALTY SERVICES BASELINE

Number of children served includes recipients of all mental health specialty services: acute and crisis inpatient care; outpatient services; day treatment programs; medication support. These clients may receive one or more of these types of services by more than one provider over the course of the year. Expansion in population served shown above is a result of EPSDT-funded growth and implementations of MOUs between Behavioral Health Care and Social Services Agency under CalWORKs and Foster Care programs, as well as an MOU with the Children and Families Commission as part of its Early Childhood Mental Health Initiative.

PSYCHIATRIC HOSPITAL ADMISSIONS



STORY BEHIND THE PSYCHIATRIC HOSPITAL ADMISSIONS BASELINE

As a proportion of the overall population of children in Alameda County, the number of clients hospitalized has been reduced, reflecting the priority of Behavioral Health Care to provide services at the least restrictive level. This priority emphasizes preventive and wrap-around services for severely mentally ill children to avoid repeated hospitalizations, and directs high-risk children to programs such as Project Destiny or the ICPC's System of Care project.

County Strategy: Provide a comprehensive network of integrated programs and services for all children with serious psychiatric disabilities in order to minimize hospitalizations, stabilize and manage psychiatric symptoms, and to help them achieve the highest possible level of successful functioning.

		Expenditures		WORKLOAD		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Alcohol & Drug / MH EPSDT Expansion	HCSA/ BH	$18,827,073	$25,301,929	2,013 Children Served	2,785 Children Served	Increase the Number of Children Services via EPSDT Funds by 10%	35%
School-Based Health Centers – Mental Health Clinic	HCSA/ BH	$4,326,588	$6,105,561	725 Adolescents Served	850 Adolescents Served	Increase the Number of Children Receiving School-Based Health Services by 10%	17%
Therapeutic Behavioral Services	HCSA/ BH	$1,217,086	$2,167,091	159 Children Served	238 Children Served	Increase the number of children receiving TBS Services by 10%	50%
Our Kids	HCSA	$1,120,031	1,667,064	2,345 Student Referrals	3,500 Children Served	15.5% Receive Intensive Case Management	15.5%
Voluntary Crisis Stabilization	HCSA/ BH	$387,381	$387,381	120 Children Served	155 Children Served	Increase Services Provided to Children by 50%	30%

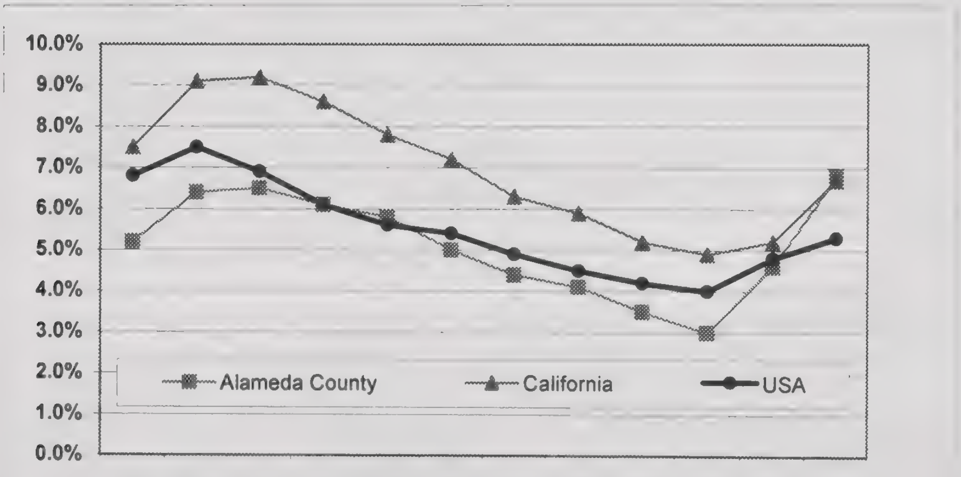
Other Alameda County programs that directly address the health needs of children include the following:

		Expenditures		WORKLOAD		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
California Children Services	HCSA/ PH	$8,183,268	$8,756,096	721 Children Who Meet Intensive Case Management Criteria	793 Children Who meet Intensive Case Management Criteria	40% of Children Referred Will Have Medical Services Authorized Within 5 Days of Meeting Program Eligibility Requirements	50%
Child Health & Disability Prevention	HCSA/ PH	$2,740,140	$2,781,635	36,816 Visits	38,657 Visits	16% Discharged Minors Received Contact/ Attempted Contact by Staff to Ensure Follow-up Care	16%

		Expenditures		**WORKLOAD**		**Performance Measure**	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
School Based Health Centers – Medical Clinic	HCSA	$665,000	$810,000	10 Hours of Medical Clinic per Week	12 Hours of Medical Clinic per Week	33% of Student Body are SBHC Clients	36%
Asthma Start	HCSA/ PH	$303,000	$303,000	100 Children 0-5 Years Old Served	100 Children 0-5 Years Old Served	95% of Children Decrease Their Number & Severity of Asthma Episodes	95%
Office of Dental Health	HCSA/ PH	$137,705	$185,275	2,300 Children Receive Screening Exams	3,000 Children Receive Screening Exams	30% of Eligible Children Receive Dental Sealants	35%

OUTCOME 2: ALL FAMILIES ARE ECONOMICALLY SELF-SUFFICIENT

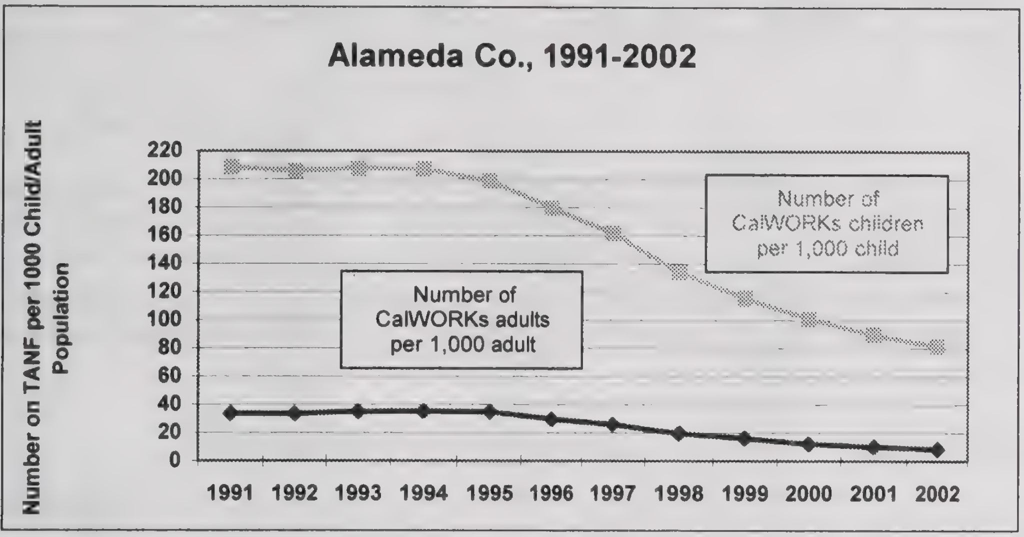
UNEMPLOYMENT RATE



STORY BEHIND THE UNEMPLOYMENT RATE BASELINE

Between 1993 and 2000, the unemployment rate in Alameda County fell 3.5%, from 6.5% to 3.0%. The rate began to rise in 2000, reaching 4.6% and then 6.8% in 2002. Unemployment cycles in Alameda County over the past ten years closely mirror those at the state and national level. However, the County had been doing better than the state and the nation until 2000; in 2002 the County unemployment rate was higher than the state and the nation.

FAMILIES ON CALWORKS



STORY BEHIND THE CalWORKs RECIPIENT BASELINE

After peaking in 1994, the number of families receiving CalWORKs (previously AFDC) has decreased to the levels of the mid-1980s in Alameda County (as well as in the state and nation). Between 1991 and 2002, the number of child clients per 1000 child population fell from 207.9 per 1000 to 73.7 per 1,000. For adults, the rate fell from 33.5 adult clients per 1,000 adults to 8.5 in 2002.

Caseloads continued their downward trend through the implementation of CalWORKs in 1998. But, the trend had clearly begun a few years before. Probable reasons for this decline include dropping birth rates, the economic expansion, and welfare reform.

Children constituted 66% of the caseload in 1991; in 2002, they were 75.6% of the TANF population. The shift represents an increasing number of cases in which only children are being aided. The adults on the case are either non-needy caretakers or adults who have been sanctioned for not complying with CalWORKs regulations.

County Strategy #1: Improve the economic stability and self-sufficiency of needy families via a comprehensive array of supportive services, such as: provision of accurate and timely benefits to eligible CalWORKs families; transitioning these recipients and other unemployed persons into employment via SSA as well as community-based ancillary services; obtaining and enforcing child support orders.

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Cal WORKS Cash Assist.	SSA	$220,322,292	$182,279,786	43,451 Average Monthly Caseload	38,770 Average Monthly Caseload	22% of CalWORKs Cases Report Earnings	22%
Cal WORKS Employ. Services	SSA	$37,749,787	$32,899,260	10,800 Average Monthly Caseload	10,000 Average Monthly Caseload	$2,400 Median Quarterly Earnings for CalWORKs Recipients that Work	$2,400
Dept. of Child Support Services		$28,526,019	$31,222,901	51,206 Active Cases	52,000 Active Cases	58% Current Cases with Payments, for Total of $102,000,000	59% Current Cases with Payments, for Total of $106,200,000
Workforce Invest. Act (WIA)	SSA	$930,000	$1,100,000	200 Youth Served	225 Youth Served	57% of Youth Served are Placed in Jobs	57%

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Cal-Learn	SSA	$703,962	$695,614	145 Average Monthly Caseload	175 Average Monthly Caseload	25% of Cal-Learn Teens Earn Bonus for Good Progress	25%

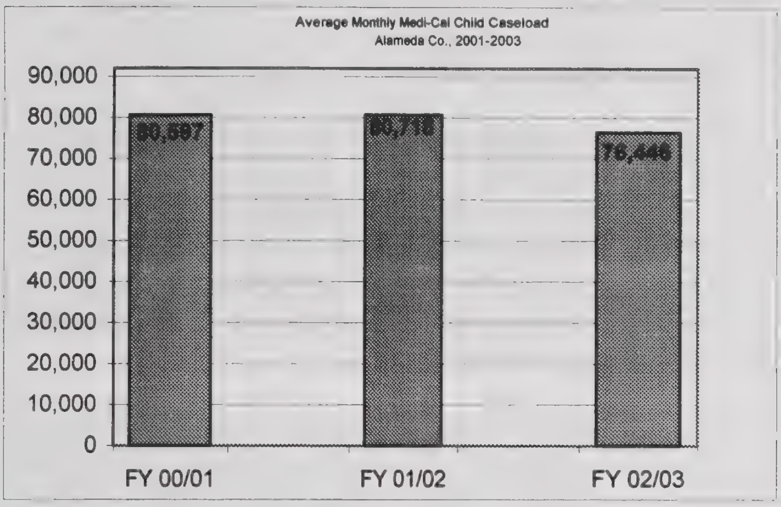
Comments: The CalWORKs Employment Services and Cal-Learn budget figures are included in the CalWORKs Cash Assistance figure. The Department of Child Support Services is a new County department, a State mandated transfer from the former District Attorney's Family Support Division. The department mandates remain the same -- to establish paternity and support orders, and to collect child and spousal support payments effectively and efficiently.

County Strategy #2: Facilitating easy access to quality childcare.

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimate	FY 2004 Estimate	FY 2003 Goal	FY 2004 Goal
Stage 1 Child Care	SSA	$24,028,170	$28,452,088	1,784 Families Receiving Stage I Child Care	1800 Families Receiving Stage I Child Care	70% of Working CalWORKs Families Who Use Child Care	70
Dept. of Ed Child Care Grant	SSA	$962,682	$1,112,426	168 Children Served	168 Children Served	No Measure	No Measure
Child Care Planning Council	General Services	$553,000	$629,667	2 Day Care Centers	2 Day Care Centers	60% of Center Staff Employed One Year or More	70%
Child Care Health Consult.	HCSA/ PH	$25,000	$86,858 Child Care Health Links Grant, UCSF	836 Providers Served	900 Providers Served	35% of Providers Receive Training on Childcare Health and Safety Issues	49%
Child Care Fraud	District Attorney	No Distinct Program Budget	No Distinct Program Budget	150 Cases of Child Care Fraud	200 Cases of Child Care Fraud	$1,500,000 In Restitution	$2,500,000

Comments: Meeting parents' child care needs is an important prerequisite to their ability to fulfill CalWORKs welfare-to-work requirements.

NUMBER OF CHILDREN ENROLLED IN MEDI-CAL



STORY BEHIND THE MEDI-CAL CHILDREN BASELINE

This population represents Medi-Cal only, foster care, and CalWORKs caseloads. This table includes children eligible for all types of Medi-Cal (Medi-Cal only, foster care, and CalWORKs), but it does not include those who qualified for California's Healthy Families Program.

The percent of children eligible for Medi-Cal that are actually enrolled has not been estimated due to lack of data sources. A one-time study conducted by UCLA estimated that in Fiscal Year 00-01, approximately 15% of children eligible for Medi-Cal were not enrolled in California.

County Strategy: Actively enroll and sustain all eligible persons in Medi-Cal to maximize insurance coverage, and systematically advocate for and inform clients of available health care provider and insurance options. Health Administration/Indigent Health is leading several initiatives to increase enrollment.

		Expenditures		Workload		Performance Measure	
Programs	Agency	FY 2003 Budgeted	FY 2004 Proposed	FY 2003 Estimated	FY 2004 Estimated	FY 2003 Goal	FY 2004 Goal
Medi-Cal	SSA	$41,968,606	$43,968,606	76,446 Average Monthly Child Caseload	80,268 Average Monthly Child Caseload	70% of Those Eligible for Medi-Cal are Enrolled	75%
Indigent Health Services	HCSA	$250,000	$250,000	1800 Applicants Assisted at Enrollment Events/ Classes	3,000 Applicants Assisted at Enrollment Events/ Classes	600 Applicants Enrolled in Insurance Plan	1,500

INTER-AGENCY CHILDREN'S SERVICES

Based on the policy direction and funding commitments of the Board of Supervisors, there are a number of multi-agency collaborative efforts to address the needs of children in the County. In addition to expansion of traditional partnerships between County agencies and departments, new partnerships have been forged with local school districts, County Office of Education, cities, and community-based providers. These collaboratives include:

INTERAGENCY CHILDREN'S POLICY COUNCIL (ICPC) – created to improve outcomes for children and families through major interagency systems reform. The ICPC has developed a range of successful pilot programs that provide small scale models of what systems reform can look like.

OUR KIDS – a collaborative project initiated in FY 1999-2000 among ICPC, Safe Passages, Social Services Agency, Health Care Services Agency, County Office of Education, and the Hayward and Oakland Unified School Districts. The goal is to provide individualized front-end, wrap-around services and support that will prevent children from entering the system, and to support both children and their families in attaining successful educational and life outcomes as well as facilitating and promoting violence prevention activities and education.

PROJECT DESTINY – The Project DESTINY expansion, which began accepting referrals on July 1, 1999, is designed to move children living in group homes and residential treatment into lower levels of care and more family-like settings. The program also aims to prevent children who are currently in foster care from moving to higher levels of care.

BEHAVIORAL HEALTH SYSTEM OF CARE – The System of Care (SOC) mission is to develop community-based, culturally relevant, comprehensive, interagency systems that target seriously emotionally and behaviorally disturbed children separated from their families or at risk of separation from their families. At the core of this approach is working with parents as partners in the treatment of their children. Key guiding principles include maintaining children in their homes with their families whenever possible, and placing children in the least restrictive and least costly setting appropriate to their needs when out-of-home placement is necessary.

SCHOOL-BASED HEALTH CENTER FUND – The mission of the School-Based Health Center Fund (SBHCF) is to support and strengthen the development and sustainability of adolescent school-based and school-linked health centers in Alameda County through a combination of funding, advocacy, information sharing, consultation and technical assistance to ensure that the health centers provide the most comprehensive, high-quality health, mental health, and health education services possible. Seven adolescent SBHCs are operational in Alameda County, supported in part by the Alameda County SBHCF.

ALAMEDA COUNTY HEALTH LINKS PROJECT – a countywide, collaborative effort supported by ICPC, Social Services Agency (SSA), Public Health, Health Care Services, and local CBOs, to educate and increase access to health insurance (Healthy Families, Medi-Cal) for uninsured children and families. Over 10 percent (4,557) of the children formerly without health insurance in Alameda County now have Healthy Families and 2,010 children have been referred to SSA for Medi-Cal services.

EVERY CHILD COUNTS – On November 3, 1998, the voters of California passed Proposition 10, a statewide initiative raising cigarette taxes by 50 cents per pack, to raise new revenues for children from prenatal to age five and their families. Alameda

County's Children and Families Commission, known as the Every Child Counts Program, began in December 1998.

The Strategic Plan, completed in December 1999 describes a vision for a comprehensive system of early intervention services for children and families in Alameda County, and the means to make that vision a reality.

ALAMEDA COUNTY CHILD CARE PLANNING COUNCIL – a unit within the County General Services Agency which provides the research, advocacy, and support necessary for countywide child care planning. They identify, develop, and coordinate public and private resources to help meet the needs of County families, communities, and employers.

MAXIMIZING OPPORTUNITIES FOR MOTHERS TO SUCCEED (MOMS) – This Sheriff's Department program for female inmates provides a myriad of support services that focus on transitioning pregnant women and women with young children back into our communities. The program provides effective pre- and post-release assistance to ensure positive outcomes for these women and their children. Assistance includes, but is not limited to: housing, vocation/educational, accessing mental health, alcohol, and other drug treatment services, developing positive life skills and ongoing case management to support the women and their families.

PROJECT YES! - An effort to transform a vacant County-owned building into a comprehensive youth empowerment center offering programming in the area of health and wellness, arts and culture, and educational and career training.

PROGRAMS PROVIDING SERVICES PRIMARILY TO CHILDREN

Program Title	Total Appropriation	Revenue	County Net	Net to Total	Alloc. FTE's	M/D*	Workload	Svc Type**
SUPPORT TO FAMILIES WITH CHILDREN								
CalWORKs	**$182,279,786**	**$171,412,466**	**$10,867,320**	**6.0%**	**491.3**			
Payments To Families	$98,397,122	$96,480,012	$1,917,110	1.9%	n/a	M	38,770 people/mo	S
Employment & Support (e.g. Trans., domestic violence asst.)	$32,782,691	$35,427,238	($2,644,547)	-8.1%	220.7	M	6,970 persons /mo	S
Child Care	$23,546,412	$23,546,412	$0	0.0%	10.8	M	2,281 families/mo	S
Eligibility	$18,411,240	$8,650,613	$9,760,627	53.0%	231.5	M	3,000 children/mo	S
Fraud	$3,459,677	$1,625,547	$1,834,130	53.0%	18.1	M	n/a	P
Substance Abuse & Mental Health Treatment	$5,006,143	$5,006,143	$0	0.0%	n/a	M	n/a	S
Cal Learn	$676,501	$676,501	$0	0.0%	10.2	M	175 youth/mo	S
Partnership Grant Program	$0	$0	$0		n/a	D	n/a	
Department of Child Support Services	**$31,222,901**	**$31,222,901**	**$0**	**0.0%**	**300.1**	M	$106.2 million collections/81,000 children	
Child Care Planning Council - GSA	**$629,667**	**$629,667**	**$0**	**0.0%**	**3.0**	D	Advocacy & planning activities	
Dept of Education Child Care Grant	**$1,112,426**	**$962,682**	**$149,744**	**13.5%**	-	D	168 children/yr	S
Subtotal	**$215,244,780**	**$204,227,716**	**$11,017,064**	**5.12%**	**794.4**			
PREVENTING AND REDUCING ABUSE AND NEGLECT								
Child Welfare Services	**$74,143,984**	**$66,121,256**	**$8,022,728**	**10.8%**	**631.9**			
Child Welfare Services***	$65,210,921	$58,369,372	$6,841,549	10.5%	591.9	M		P,S,I
Family Preservation	$3,895,396	$3,103,938	$791,458	20.3%		M	300 families/yr	P

Program Title	**Total Appropriation**	**Revenue**	**County Net**	**Net to Total**	**Alloc. FTE's**	**M/D***	**Workload**	**Svc Type****
					27.3			
Independent Living Program	$2,206,361	$2,149,780	$56,581	2.6%		D	1,100 children/yr	P
					10.9			
Family Support Services (PSSF)	$454,633	$454,633	$0	0.0%		D		I
CARI (Options For Recovery)	$474,341	$365,984	$108,357	22.8%	1.7	D		I
Child Abuse Prevention Contracts	$920,595	$880,963	$39,632	4.3%	n/a	D	11,115 children/yr	P
Foster Parent Recruitment	$93,281	$93,284	-$3			D		I
Kinship support	$557,881	$498,168	$59,713			D		I
Kin-GAP	$330,575	$205,134	$125,441			D	262 children/mo avg	I
***2,000 incidents/yr investigated for dependency; 750 children/mo in family maintenance; 3,800 children/mo in placement								
Adoptions	**$17,144,686**	**$15,084,795**	**$2,059,891**	**12.0%**	**37.3**			
Adoptions Program						D	300 adoptions/yr	I
					34.5			
Adoptions Assistance Payments	$13,319408	$11,857,762	$1,461,646	11.0%	n/a	M	1,629 children/mo	I
Adoptions Assistance Eligibility	$3,825,278	$3,227,033	$598,245	15.6%		M		I
					2.8			
Out-Of-Home Placement	**$105,375,090**	**$92,956,292**	**$12,418,798**	**11.8%**	**59.1**			
SSA Foster Care Payments	$68,952,628	$74,045,054	-$5,092,426	-7.4%	n/a	M	3,316 children/mo	I
Probation Foster Care Payments	$15,618,574	$7,618,739	$7,999,835	51.2%	n/a	M	240 children/mo	I
Foster Care Eligibility	$6,799,259	$5,250,819	$1,548,440	22.8%	45.9	M		I
Foster Care Licensing	$1,128,170	$864,304	$263,866	23.4%		M		I
					13.2			
Emergency Assistance Payments	$3,806,514	$2,644,560	$1,141,954	30.0%	n/a	M	100 children/mo	I
Foster Care Intensive Services	$537,971	$0	$537,971	100.0%	n/a	D		I
Behavioral Care SED Payments	$6,334,755	$2,512,816	$3,821,939	60.3%	n/a	M	49 children/mo	I
Care of Court Wards	$2,197,219	$0	$2,197,219	100.0%	n/a	M	150 children/mo	I
Domestic Violence - Marriage License Fees	**$531,115**	**$0**	**$531,115**	**100.0%**	**0.0**	D	526 individuals & families/mo	I
Subtotal	**$197,194,875**	**$174,162,345**	**$23,032,532**	**11.7%**	**728.3**			

Program Title	Total Appropriation	Revenue	County Net	Net to Total	Alloc. FTE's	M/D*	Workload	Svc Type**
PREVENTING AND REDUCING YOUTH DELIQUENCY, VIOLENCE, JUVENILE CRIME								
Sheriff	**$4,114,632**	**$659,660**	**$3,454,972**	**84.0%**	**20.0**			
Drug Abuse Resistance & Education (DARE) Program	$223,2259	$0	$223,259	100.0%	2.0	D	3,800 children served	P,I
Juvenile Investigations	$466,821	$22,909	$443,912	95.1%	4.0	M	533 juvenile cases	I
School Resource Officer Program	$1,136,599	$357,798	$778,801	68.5%	10.0	D	22,343 children served	P,I
Youth and Family Services	$278,953	$278,953	**$0**	**0%**	4.0	D	303 referrals	
Public Defender	**$3,000,000**	**$1,600,000**	**$1,400,000**	**46.7%**	**26.5**	M	7,056 cases	I
Probation	**$52,478,745**	**$10,082,439**	**$42,396,306**	**80.79%**	**509.6**			
Juvenile Field Services, including Grant-funded Programs	$19,497,278,	$9,052,577	$10,444,701	53.5%	187.0	M	1,000 enrolled in Community Probation	I
Juvenile Institutions	$32,981,467	$1,029,862	$31,951,605	96.8%	322.6	M		
Juvenile Hall						M	250 average daily attendance	I
Camp Wilmont Sweeney							80 average daily attendance	I
Subtotal	**$59,593,377**	**$12,342,099**	**$47,251,278**	**79.3%**	**556.1**			
PROMOTING PHYSICAL AND MENTAL HEALTH CARE								
Behavioral Health Care Services ACCESS Referral	**$638,656**	**$609,418**	**$29,238**	**4.6%**	**14.7**	**D**	**n/a**	
Alcohol & Drug Treatment Services (AOD)								
Alcohol -- Outpatient	$403,457	$296,106	$107,351	26.6%	7.4	D	435 Unique Clients	T
Drug - Outpatient	$158,397	$96,235	$62,162	39.2%	2.3	D	30,889 Direct Hours; 325 Unique Clients	T
Alcohol & Drug – Outpatient	$321,043	$60,000	$261,043	81.3%	1.9	D	221 Unique Clients	T
Forensic - Outpatient	$70,948	$68,114	$2,834	4.0%	1.1	D	270 Unique Clients	T
School-Based – Outpatient	$143,784	$110,000	$33,784	23.5%	2.2	D	100 Unique Clients	T
Outreach - Primary Prevention - Drug	$1,179,975	$1,141,083	$38,892	3.3%	17.9	M/D	24,346 Staff hours	P

Program Title	Total Appropriation	Revenue	County Net	Net to Total	Alloc. FTE's	M/D*	Workload	Svc Type**
Outreach - Primary Prevention - Alcohol	$181,869	$174,606	$7,263	4.0%	2.4	M/D	3,804 Staff hours	P
Outreach - Primary Prevention - Alcohol & Drug	$68,898	$66,146	$2,752	4.0%	1.0	M/D	n/a	P
Outreach – Secondary Prevention – Alcohol	$85,043	$0	$85,043	100%		D		P
Outreach - Secondary Prevention – Drug	$56,954	$0	$56,954	100.0%	0.7	D	1,072 Staff hours	P
Residential Treatment - Drug	$211,902	$203,225	$8,677	4.1%	4.2	D	925 Direct Hours; 21 Unique Clients	T
Children AOD Total	**$2,882,270**	**$2,215,515**	**$666,755**	**23.1%**	**40.9**			
Perinatal – Primary Prevention	$68,826	$68,826	$0	0.0%	1.0	M/D	1,601 Indirect Hours	P
Perinatal – Secondary Prevention	$71,679	$0	$71,679	100.0%	-	D	n/a	P
Perinatal - Daycare	$318,003	$223,365	$94,638	29.8%	4.4	D	47 Unique Clients	T
Perinatal – Case Management	$403,326	$387,217	$16,109	4.0%	5.4	D	n/a	T
Perinatal - Outpatient	$497,980	$413,309	$84,671	17.0%	7.7	D	75,927 Direct Services; 229 Unique Clients	T
Perinatal – Methadone Maintenance	$113,464	$66,190	$47,274	41.&%	0.7	D	2,705 Direct Services; 36 Unique Clients	T,S
Perinatal - Residential	$1,637,505	$1,452,469	$185,036	11.3%	26.9	D	17,496 Days; 131 Unique Clients	T
Perinatal -- Total	**$3,110,783**	**$2,611,376**	**$499,407**	**16.1%**	**46.2**			
Total Alcohol & Drug Programs	**$5,993,053**	**$4,826,891**	**$1,166,126**	**19.4%**	87.1			
Mental Health Services								
Case Management	**$2,714,898**	**2,597,619**	**$117,279**	**4.3%**	**23.4**	**M/D**	**10,055 Direct Hours; 1,396 Indirect Hours; 469 Unique Clients**	**I**
Community Programs - Local Inpatient Hospitals	$977,795	$977,795	$0	0.0%	n/a	M	3,991 Days; 317 Unique Clients	T
Community Programs – 24 Hour Psychiatric Health Facility (PHF)	$2,203,589	$2,057,796	$145,793	6.6%	34.5	D	3,699 Days; 63 Unique Clients	T

Program Title	Total Appropriation	Revenue	County Net	Net to Total	Alloc. FTE's	M/D*	Workload	Svc Type**
Community Programs – Residential Patch (RCL 12 & 14 & CTF)	$1,078,520	$1,057,332	$21,188	2.0%	3.8	D	4,182 Days; 18 Unique Clients	T
Community Programs – Intensive Full Day Treatment	$3,776,639	$3,523,824	$252,815	6.7%	47.1	M/D	20,504 Days; 187 Unique Clients	T
Community Programs – Intensive Half Day Treatment	$668,347	$664,471	$3,876	0.6%	9.3	M/D	6,435 Days; 56 Unique Clients	T
Community Programs – Rehab Full Day Treatment	$1,357,043	$1,357,043	$0	0.0%	21.7	M/D	9,789 Days; 67 Unique Clients	T
Community Programs – AB3632 SAN Placements	$1,244,987	$1,244,981	$0	0.0%	n/a	M	60 Unique Clients	T
Community Programs – Medication Support	$92,369	$92,369	$0	0.0%	.6	D	537 Direct Hours; 52 Unique Clients	T
Community Programs – Mental Health Services	$12,651,425	$12,524,559	$126,866	1.0%	169.37	M/D	79,326 Direct Hours; 5,060 Indirect Hours; 6,931 Unique Clients	T
Community Programs – Therapeutic Behavioral Services (TBS)	$2,665,522	$2,665,522	$0	0.0%	42.8	M	23,879 Direct Hours; 196 Unique Clients	T,S
Community Programs - Total	**$26,716,236**	**$26,165,692**	**$550,538**	**2.1%**	**329.1**			
Destiny - Intensive Full Day Treatment	$606,720	$606,720	$0	0.0%	8.1	D	3,914 Days; 25 Unique Clients	T
Destiny - Intensive Half Day Treatment	$292,114	$292,114	$0	0.0%	4.3	D	3,513 Days; 28 Unique Clients	T
Destiny – Mental Health Services	$9,169,547	$9,169,547	$0	0.0%	167	D	118,818 Direct Hours; 486 Unique Clients	T
Destiny - Total	**$10,068,380**	**$10,068,381**	**$0**	**0.0%**	**179.4**			
Emergency/Crisis – Residential Treatment	$94,374	$87,349	$7,025	7.4%	2.3	M	102 Days; 7 Unique Clients	T
Emergency/Crisis – Crisis Stabilization	$387,381	$280,187	$107,194	27.7%	8.0	M	600 hours / 120 individuals	T
Emergency/Crisis -- Mental Health Services	$473,650	$472,230	$1,420	0.3%	5.5	M	129 Direct Hours; 2,129 Indirect Hours; 79 Unique Clients	T
Emergency / Crisis - Total	**$955,405**	**$839,766**	**$115,639**	**12.1%**	**15.8**			

Program Title	Total Appropriation	Revenue	County Net	Net to Total	Alloc. FTE's	M/D*	Workload	Svc Type**
Forensic – Rehab Full Day	$393,552	$2,515	$391,037	99.4%	5.0	D	1769 Days; 26 Unique Clients	T
Forensic -- Outpatient Mental Health Services	$1,381,258	$351,460	$1,029,798	74.6%	13.7	D	7,132 Direct Hours; 734 Indirect Hours; 924 Unique Clients	T
Forensic – Total	**$1,774,810**	**$353,975**	**$1,420,835**	**80.1%**	**18.7**			
Early Infant Mental Health (age 0-5) -- Intensive Full Day Total	$1,108,290	$1,097,527	$10,763	1.0%	16.6	D	6,866 days / 64 individuals	T,I
Early Infant Mental Health (age 0-5) -- Mental Health Services	$265,927	$183,213	$82,714	31.1%	3.0	D	51 Direct Hours; 19 Indirect Hours; 4 Unique Clients	T,I
Early Infant Mental Health Program (age 0-5) – Total	**$1,374,217**	**$1,280,740**	**$93,477**	**6.8%**	**21.6**			
School Based -- Intensive Full Day Treatment	$2,972,589	$2,972,589	$0	0.0%	63.6	D	25,017 Days; 189 Unique Clients	T
School Based – Intensive Half Day	$1,253,933	$1,155,170	$98,763	7.9%	17.8	D	11,720 Days; 134 Unique Clients	T
School Based -- Rehab Full Day Treatment	$4,466,710	$4,377,699	$89,011	2.0%	49.4	D	20,177 Days; 307 Unique Clients	T
School Based -- Mental Health Services	$2,400,645	$2,326,510	$74,135	3.1%	42.8	D	10,133 Direct Hours; 406 Indirect Hours; 674 Unique Clients	T
School Based -- Mental Health Promotion	$86,972	$58,495	$28,477	32.7%	1.6	D	n/a	P
School Based -- Total	**$11,180,849**	**$10,890,463**	**$290,386**	**2.6%**	**175.2**			
Transition Aged Youth – Mental Health Services	**$955,301**	**$955,238**	**$63**	**0.0%**	**15.3**	**D**	**11,060 Direct Hours; 134 Unique Clients**	**S,T**
Total Mental Health Programs	**$55,740,097**	**$52,821,687**	**$2,918,410**	**5.2%**	**778.5**			
Total Behavioral Health Care Services Programs	**$62,371,805**	**$55,588,183**	**$3,783,622**	**6.1%**	**880.3**			

Program Title	Total Appropriation	Revenue	County Net	Net to Total	Alloc. FTE's	M/D*	Workload	Svc Type**
Public Health Care Services					**6.4**			
Black Infant Health	$1,223,400	$1,078,110	$145,290	12%	n/a	D	70 Children	P,S
Asthma Start Program	$335,349	$335,349	$0	0.0%	n/a	D	110 children	P,T
Maternal/Child Health	$1,740,714	$895,615	845,099	49%	n/a	D	5,981 calls to clearinghouse phone	P,T
California Health Disability Program	$2,781,635	$1,657,353	$1,124,282	40%	3.4	M	38,657 visits	T
California Children's Services (CCS)	$6,850,764	$5,509,704	$1,341,060	20%	n/a	M	7,350 Children	T
CCS-Diagnosis, Treatment & Therapy (DTT)	$5,937,956	$4,215,653	$1,722,303	29%	n/a	D	6,158 clients	
WIC	$3,258,971	$2,861,289	$397,682	12%	n/a	D	17,350 monthly food vouchers and education	P
Developmental Disabilities	$276,397	$252,350	$24,047	9%	n/a	D	n/a	P,T
Childhood Pass. Restraint (Injury Prevention)	$99,125	$99,125	$0	0%	n/a	D	300 Car Seats	P
SIDS	$10,000	$60,000	-$50,000	-500.0%	n/a	D	23 cases	S
Immunization Assistance	$1,268,285	775,459	$492,826	39%	n/a	D	n/a	I,P
Community Challenge Grant Program	$209,883	$209,883	$0	0.0%	n/a	D	2,205 children	I,P
Medical Therapy	$123,965	$63,790	$60,175	49%	n/a	D	n/a	T
Dental Disease Prevention	$486,210	$414,741	$71,469	15%	n/a	D	18,000 students educated	P
Dental-MCH	$292,781	$249,295	$43,486	15%	n/a	D	Support Dental Disease Prevention	P
Nutrition	$2,912,301	$2,912,301	$0	0%	n/a	D	Student Teachers nutrition education in 9 schools	P
Foster Care	$847,621	$758,618	$89,003	11%	n/a	D	n/a	P,T
PHN Probation Collaborative MOU	$334,957	$309,419	$25,538	8%	3.0	D	630 youths minimum	P, T
Berkeley Dental Healthy Start	$55,482	$55,482	$0	0.0%	n/a	D	Support Dental Disease Prevention	P
Improving Pregnancy Outcome Prog.	$1,814,969	$1,814,969	$0	0.0%	n/a	D	84 Women	P
Child Care Health Linkages	$113,279	$113,279	$0	0.0%	n/a	D	900 Fam/Child Care Ctrs	P
Injury Prevention	$246,319	$243,061	$3,258	1%	n/a	D	6,400 individuals	P
Public Health Total	**$31,220,363**	**$24,884,845**	**$6,335,518**	**20%**	**6.4**			

Health Care Administration/ Indigent Health								
Indigent Medical Care/CMSP	$6,618,960	$4,103,755	$2,515,205	38.0%		M/D	5,919 children/approx 28,530 visits	P,T,I
Criminal Justice Medical - Juvenile (contract w/ ACMC)	$2,713,353	$0	$2,713,353	100.0%		M	Available 24/7 for Juvenile Hall	P,T,I
School Based Health Center Fund (SBHCF)	$810,000	$810,000	$0	0.0%		D	10 centers, 6,000 children, 18,000 visits	P,T,I
Other Health Services								
Healthy Smiles Dental Program	$200,000	$200,000	$0	0.0%		D	10 providers/1,135uninsured CHDP children	P,T
CHDP Follow-up Treatment	$90,000	$90,000	$0	0.0%		D	30 physicians/900visits/700 children	T
Case Management Services								
Safe Passages/Our KIDS	$1,667,064	$1,667,064	$0	0.0%		D	3,500 referrals received Oakland & Hayward USD's	I,S
Court-Appointed Special Advocate	$580,000	$580,000	$0	0.0%	1.00	D	300 foster care children	
Interagency Children's Policy Council	$1,048,073	$748,781	$299,292	28.6%	2.07	D	Facilitate collaborative activities	
Health Care Administration/ Indigent Health Total	**$13,727,450**	**$8,199,600**	**$5,527,850**	**40.2%**	**3.07**			
Grand Total Services to Children	**$579,352,650**	**$482,404,786**	**$96,947,864**	**16.7%**	**2968.57**			

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GENERAL GOVERNMENT

GENERAL GOVERNMENT

Financial Summary

General Government	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	179,039,868	185,736,284	(4,195,455)	140,645	181,681,474	2,641,606	1.5%
Revenue	126,008,848	129,478,732	(144,384)	0	129,334,348	3,325,500	2.6%
Net	53,031,020	56,257,552	(4,051,071)	140,645	52,347,126	(683,894)	-1.3%
FTE - Mgmt	386.88	401.76	(8.25)	1.00	394.51	7.63	2.0%
FTE - Non Mgmt	586.92	584.70	(10.44)	1.71	575.97	(10.95)	-1.9%
Total FTE	973.80	986.46	(18.69)	2.71	970.48	(3.32)	-0.3%

Note: These totals do not include the Library, Zone 7 Water Agency, or all Public Works budgets. See the department summary for special funds.

Internal Service Funds	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	196,277,256	206,998,628	(4,678,576)	(1,564,856)	200,755,196	4,477,940	2.3%
Revenue	196,277,256	206,998,628	(4,678,576)	(1,564,856)	200,755,196	4,477,940	2.3%
Net	0	0	0	0	0	0	0.0%
FTE - Mgmt	186.75	201.17	(1.00)	1.00	201.17	14.42	7.7%
FTE - Non Mgmt	412.95	388.11	(17.00)	(0.86)	370.25	(42.70)	-10.3%
Total FTE	599.70	589.28	(18.00)	0.14	571.42	(28.28)	-4.7%

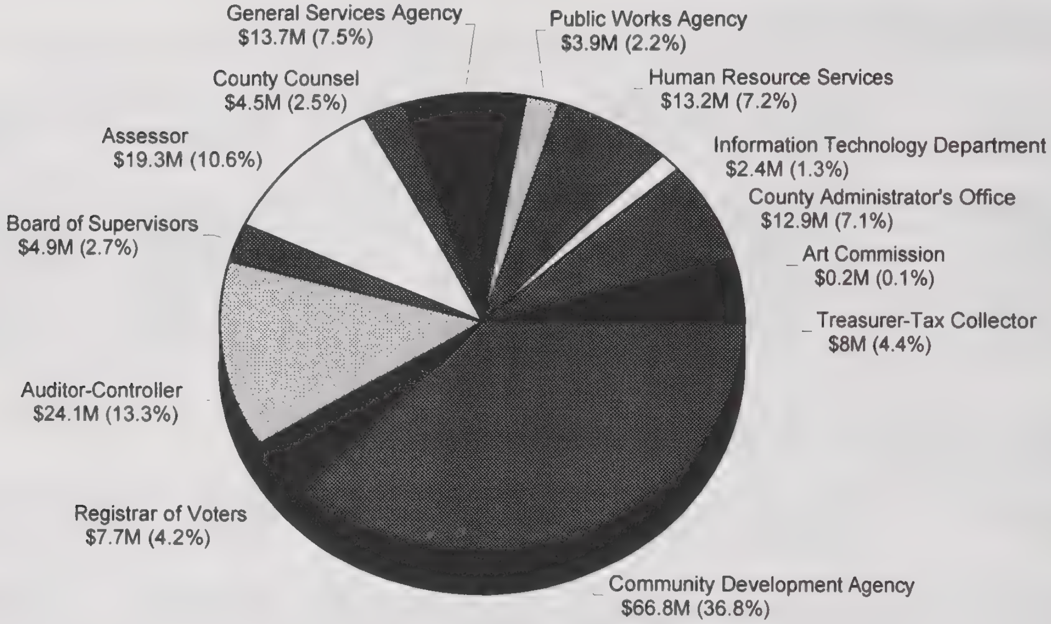
MISSION STATEMENT

To provide efficient services to residents and provide support to agencies and departments which provide mandated and discretionary services and programs for the diverse communities in Alameda County.

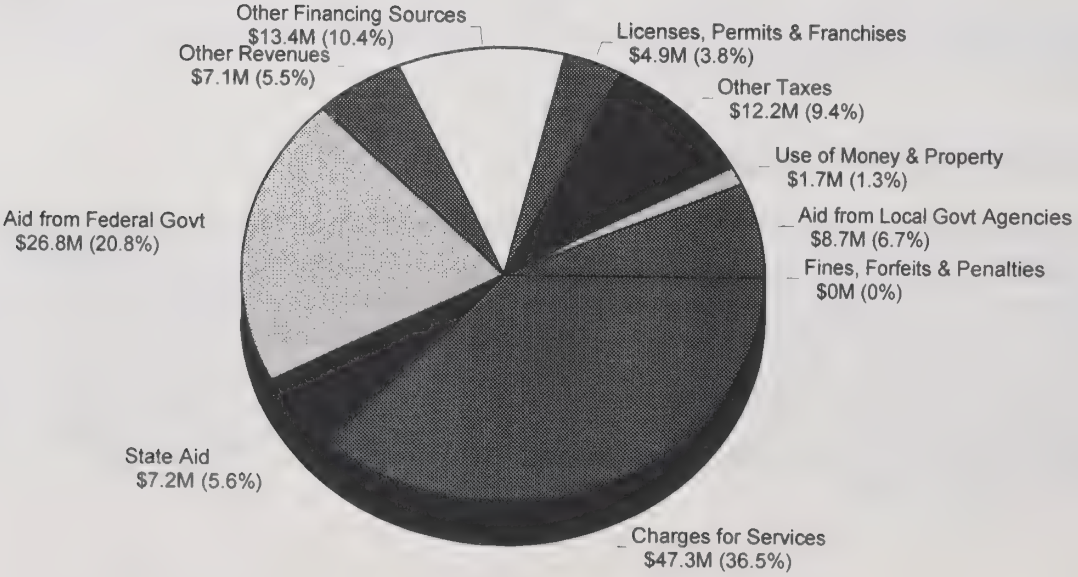
MAJOR SERVICE AREAS

The General Government agencies and departments provide direct services to County residents as well as administrative and operational support to County operations. They include: Board of Supervisors, Assessor, Art Commission, Auditor/Controller Recorder, Community Development Agency, County Administrator's Office, County Counsel, General Services Agency, Human Resource Services, Information Technology Department, Public Works Agency, Registrar of Voters and Treasurer-Tax Collector. Special Districts within General Government include Flood Control, Road Fund, Zone 7, and County Library.

Appropriation by Department



Total Revenue by Source



The following describes changes in the General Fund and Internal Service Fund Departments. Funding adjustments for the Public Works Agency, Library and Zone 7 Water Agency are described in the department summary section.

FINAL AMENDED BUDGET

The Final Amended Budget for General Government, including Internal Service Fund Departments, includes funding for 1,541.90 full-time equivalent positions at a net county cost of $52,347,126. The budget includes a decrease of $683,894 in net county cost and a decrease of 31.60 full-time equivalent positions.

SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

Maintenance of Effort Budget adjustments necessary to support programs in 2003-04 result in a net county cost increase of $3,226,532 and an increase of 2.24 full-time equivalent positions.

General Government

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**179,039,868**	**126,008,848**	**53,031,020**	**973.80**
Art Commission				
Technical/operating adjustments	(7,062)	(7,088)	26	0.00
Internal Service Fund adjustments	13,609	0	13,609	0.00
Total Art Commission	***6,547***	***(7,088)***	***13,635***	***0.00***
Assessor				
Salary & Benefit COLA increase	302,163	0	302,163	0.00
Retirement contribution increase	764,481	0	764,481	0.00
Reclassification/transfer of positions	193,814	193,814	0	0.00
Internal Service Fund adjustments	347,683	0	347,683	0.00
Technical/operating adjustments	26,800	0	26,800	0.00
Increase in Property Tax Administration and Supplemental Assessment revenue	0	358,892	(358,892)	0.00
Total Assessor	***1,634,941***	***552,706***	***1,082,235***	***0.00***
Auditor/Controller Recorder				
Salary & Benefit COLA increase	370,616	0	370,616	0.00
Retirement contribution increase	864,259	0	864,259	0.00
Reclassification/transfer of positions	136,698	136,698	0	0.00
Internal Service Fund adjustments	1,263,081	0	1,263,081	0.00
Mid-year Board approved adjustments	51,486	51,486	0	1.00
Increase in recording fee revenue	0	1,700,000	(1,700,000)	0.00
Increase in property transfer revenue	0	2,000,000	(2,000,000)	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Increase in County indirect revenue	0	800,000	(800,000)	0.00
Other departmental revenue adjustments	0	(246,368)	246,368	0.00
Total Auditor/Controller Recorder	***2,686,140***	***4,441,816***	***(1,755,676)***	***1.00***
Board of Supervisors				
Salary & Benefit COLA increase	113,367	0	113,367	0.00
Retirement contribution increase	110,004	0	110,004	0.00
Internal Service Fund adjustments	48,477	0	48,477	0.00
Technical/operating adjustments	75,265	0	75,265	0.00
Total Board of Supervisors	***347,113***	***0***	***347,113***	***0.00***
Community Development Agency				
Salary & Benefit COLA increase	440,447	296,938	143,509	0.00
Retirement contribution increase	836,527	583,412	253,115	0.00
Reclassification/transfer of positions	(261,142)	(261,142)	0	(3.09)
Mid-year Board approved adjustments	811,176	811,176	0	9.24
Internal Service Fund adjustments	113,477		113,477	0.00
Technical/operating adjustments	(76,626)	(78,874)	2,248	0.00
Planning & Code Enforcement	449,011	159,085	289,926	0.00
Technical changes in Redevelopment accounting	8,295,641	8,295,641	0	0.00
Housing projects	(5,075,087)	(5,075,087)	0	0.00
Winter Shelter & other homeless projects	34,345	(40,655)	75,000	0.00
Agricultural programs	92,895	92,895	0	0.00
Total Community Development	***5,660,664***	***4,783,389***	***877,275***	***6.15***
County Administrator				
Salary & Benefit COLA increase	255,476	0	255,476	0.00
Retirement contribution increase	239,929	0	239,929	0.00
Transfer Funds from Grand Jury for audit	122,729	0	122,729	0.00
Internal Service Fund adjustments	713,567	0	713,567	0.00
Technical/operating adjustments	(5,770)	0	(5,770)	0.00
Increase in departmental revenue	0	170,908	(170,908)	0.00
Total County Administrator	***1,325,931***	***170,908***	***1,155,023***	***0.00***
County Counsel				
Salary & Benefit COLA increase	568,768	0	568,768	0.00
Retirement contribution increase	443,671	0	443,671	0.00
Mid-year Board approved adjustments	138,810	138,990	(180)	2.66
Discretionary Services & Supplies increase	30,235	0	30,235	0.00
Internal Service Fund adjustments	248,961	0	248,961	0.00
Intra-Fund Transfers	(309,899)	0	(309,899)	0.00
Increase in departmental revenue	0	27,469	(27,469)	0.00
Total County Counsel	***1,120,546***	***166,459***	***954,087***	***2.66***
General Services Agency				
Salary & Benefit COLA increase	242,977	0	242,977	0.00
Retirement contribution increase	427,310	0	427,310	0.00
Reclassification/transfer of positions	284,229	0	284,229	0.50
Mid-year Board approved adjustments	82,751	82,751	0	2.09

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Internal Service Fund adjustments	379,273	0	379,273	0.00
Technical/operating adjustments	3,445	0	3,445	0.00
Child Care Planning Council revenues	0	629,667	(629,667)	0.00
Increase in departmental revenue	0	817,172	(817,172)	0.00
Total General Services Agency	***1,419,985***	***1,529,590***	***(109,605)***	***2.59***
Human Resource Services				
Salary & Benefit COLA increase	463,610	0	463,610	0.00
Retirement contribution increase	380,122	0	380,122	0.00
Reclassification/transfer of positions	61,046	0	61,046	0.25
Internal Service Fund adjustments	(181,649)	0	(181,649)	0.00
Decrease in Training Center Interdepartmental charges	270,132	0	270,132	0.00
Training Center services to non-County agencies	0	155,180	(155,180)	0.00
Technical/operating adjustments	0	(21,564)	21,564	0.00
Total Human Resource Services	***993,261***	***133,616***	***859,645***	***0.25***
Information Technology Department				
Salary & Benefit COLA increase	5,249	0	5,249	0.00
Retirement contribution increase	4,498	0	4,498	0.00
Adjustments related to completion of ALCOLINK HRMS Project	(6,025,941)	(4,213,228)	(1,812,713)	0.00
Internal Service Fund adjustments	199,837	0	199,837	0.00
Total Information Technology Department	***(5,816,357)***	***(4,213,228)***	***(1,603,129)***	***0.00***
Public Works Agency				
Salary & Benefit COLA increase	143,805	143,805	0	0.00
Crossing Guards/Surveyors	13,018	0	13,018	0.00
Transfer of Paratransit Program to Alameda County Transportation Authority	(3,952,000)	(3,952,000)	0	0.00
Internal Service Fund adjustments	49,450	49,450	0	0.00
Technical/operating adjustments	1,990	1,990	0	0.00
Building Inspection operating costs	155,637	155,637	0	0.00
Total Public Works Agency	***(3,588,100)***	***(3,601,118)***	***13,018***	***0.00***
Registrar of Voters				
Salary & Benefit COLA increase	57,113	0	57,113	0.00
Retirement contribution increase	121,818	0	121,818	0.00
Internal Service Fund adjustments	142,007	0	142,007	0.00
Technical/operating adjustments	53,021	0	53,021	0.00
Voting machine costs	(40,466)	0	(40,466)	0.00
Decrease in charges to cities & other revenue	0	(683,447)	683,447	0.00
Total Registrar of Voters	***333,493***	***(683,447)***	***1,016,940***	***0.00***
Treasurer-Tax Collector				
Salary & Benefit COLA increase	130,247	0	130,247	0.00
Retirement contribution increase	227,441	0	227,441	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Internal Service Fund adjustments	(1,136)	0	(1,136)	0.00
Technical/operating adjustments	215,700	0	215,700	0.00
Increase in departmental revenues	0	196,281	(196,281)	0.00
Total Treasurer-Tax Collector	***572,252***	***196,281***	***375,971***	***0.00***
Subtotal MOE Changes	**6,696,416**	**3,469,884**	**3,226,532**	**12.65**
2003-04 MOE Budget	**185,736,284**	**129,478,732**	**56,257,552**	**986.45**

Internal Service Funds

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**196,277,256**	**196,277,256**	**0**	**599.70**
Salary & Benefit COLA increase	2,120,466	2,120,466	0	0.00
Retirement contribution increase	2,899,255	2,899,255	0	0.00
Reclassification/transfer of positions	(39,865)	(39,865)	0	3.33
Mid-year Board approved adjustments	82,751	82,751	0	2.17
Internal Service Fund adjustments	322,018	322,018	0	0.00
Eliminate vacant funded positions in BMD	(2,006,891)	(2,006,891)	0	(28.75)
Annualize cost of ALCOLINK related costs	1,707,943	1,707,943	0	12.83
Increase in dental insurance/claims related costs	1,669,067	1,669,067	0	0.00
Increase in Risk Management insurance/claims related costs	1,659,137	1,659,137	0	0.00
Increase in costs for software rents/leases	340,832	340,832	0	0.00
Increase in cost for gas/oil	48,748	48,748	0	0.00
Increase in depreciation costs	322,561	322,561	0	0.00
Increase in County indirect costs	1,397,355	1,397,355	0	0.00
Increase in contract costs offset by decrease in other costs	(246,345)	(246,345)	0	0.00
Increase in lease costs partially offset by utility and other operating costs	193,973	193,973	0	0.00
Increase appropriation for contingencies	307,669	307,669	0	0.00
Technical/operating adjustments	(57,302)	(57,302)	0	0.00
Subtotal MOE Changes	**10,721,372**	**10,721,372**	**0**	**(10.42)**
2003-04 MOE Budget	**206,998,628**	**206,998,628**	**0**	**589.28**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

General Government

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**185,736,284**	**129,478,732**	**56,257,552**	**986.46**
Art Commission				
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(1,787)	0	(1,787)	0.00
Total Art Commission	***(1,787)***	***0***	***(1,787)***	***0.00***
Assessor				
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(66,115)	0	(66,115)	0.00
Total Assessor	***(66,115)***	***0***	***(66,115)***	***0.00***
Auditor/Controller Recorder				
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(130,913)	0	(130,913)	0.00
Reduce funding for temporary workers	(372,228)	0	(372,228)	(3.00)
Reduce Discretionary Services & Supplies	(71,700)	0	(71,700)	0.00
Increase revenue from AC Transit for costs of tax collections	0	166,072	(166,072)	0.00
Total Auditor/Controller Recorder	***(574,841)***	***166,072***	***(740,913)***	***(3.00)***
Board of Supervisors				
Reduce Salaries & Benefits	(53,000)	0	(53,000)	0.00
Reduce Discretionary Services & Supplies	(169,000)	0	(169,000)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(7,950)		(7,950)	0.00
Total Board of Supervisors	***(229,950)***	***0***	***(229,950)***	***0.00***
Community Development Agency				
Reduce vacant positions	(106,684)	0	(106,684)	(2.16)
Delay planning studies	(130,000)	0	(130,000)	0.00
Reduce Discretionary Services & Supplies	(38,316)	0	(38,316)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(25,689)	0	(25,689)	0.00
Total Community Development	***(300,689)***	***0***	***(300,689)***	***(2.16)***
County Administrator				
Eliminate funding for vacant positions and adjust salary savings	(377,901)	0	(377,901)	(2.86)
Reduce Discretionary Services & Supplies	(160,386)	0	(160,386)	0.00
Increase revenue in County Administrator and EDAB for reimbursement of costs	0	82,258	(82,258)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(107,709)	0	(107,709)	0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Reduce Countywide funding for memberships & dues, training, travel, management audits and special studies, and eliminate Fixed Assets	(1,000,000)	0	(1,000,000)	0.00
Total County Administrator	***(1,645,996)***	***82,258***	***(1,728,254)***	***(2.86)***
County Counsel				
Intra Fund Transfer increase	(60,250)	0	(60,250)	0.00
Discretionary Services and Supplies	(13,882)	0	(13,882)	0.00
Increase charges for Legal Services	0	12,868	(12,868)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(20,562)	0	(20,562)	0.00
Total County Counsel	***(94,694)***	***12,868***	***(107,562)***	***0.00***
General Services Agency				
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(134,997)	0	(134,997)	0.00
Total General Services Agency	***(134,997)***	***0***	***(134,997)***	***0.00***
Human Resource Services				
Reduce Human Resource Services staff	(192,948)	0	(192,948)	(1.91)
Reduce Conference Center staff	(431,582)	(431,582)	0	(6.16)
Reduce Discretionary Services & Supplies	(67,052)	0	(67,052)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(50,589)	0	(50,589)	0.00
Total Human Resource Services	***(742,171)***	***(431,582)***	***(310,589)***	***(8.07)***
Information Technology Department				
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(53,016)	0	(53,016)	0.00
Total Information Technology Department	***(53,016)***	***0***	***(53,016)***	***0.00***
Public Works Agency				
Reassign 10% of Supervising Crossing Guard duties to administration	(5,000)	0	(5,000)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(3,094)	0	(3,094)	0.00
Total Public Works Agency	***(8,094)***	***0***	***(8,094)***	***0.00***
Registrar of Voters				
Reduce vacant clerical positions	(27,593)	0	(27,593)	(0.50)
Reduce Discretionary services and supplies	(91,407)	0	(91,407)	0.00
Increase revenue from sale of equipment	0	26,000	(26,000)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(19,960)	0	(19,960)	0.00
Total Registrar of Voters	***(138,960)***	***26,000***	***(164,960)***	***(0.50)***

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Treasurer-Tax Collector				
Reduce funding for vacant positions	(151,234)	0	(151,234)	(2.09)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(52,911)	0	(52,911)	0.00
Total Treasurer-Tax Collector	***(204,145)***	***0***	***(204,145)***	***(2.09)***
Subtotal VBB Changes	**(4,195,455)**	**(144,384)**	**(4,051,071)**	**(18.68)**
2003-04 Proposed Budget	**181,540,829**	**129,334,348**	**52,206,481**	**967.78**

- Use of Fiscal Management Reward Program savings of $10,728,358 contributed by the following departments:
  - Board of Supervisors - $378,000
  - Assessor - $3,238,771
  - Auditor-Controller - $2,468,296
  - Community Development Agency - $790,587
  - County Administrator - $1,922,364
  - County Counsel - $382,959
  - General Services Agency - $560,493
  - Human Resource Services - $908,725
  - Treasurer-Tax Collector - $78,163

Internal Service Funds

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**206,998,628**	**206,998,628**	**0**	**589.28**
Information Technology Dept.				
Reduce network upgrade expenditures	(547,931)	(547,931)	0	0.00
Eliminate vacant funded ITD pay units	(127,069)	(127,069)	0	(2.00)
Total ITD	***(675,000)***	***(675,000)***	***0***	***(2.00)***
General Services Agency				
Reduce pooled vehicles by 28 cars	(80,000)	(80,000)	0	0.00
Reduce Discretionary Services and Supplies accounts in BMD	(540,000)	(540,000)	0	0.00
Reduce BMD janitorial services at Juvenile Hall for the Probation Department	(500,000)	(500,000)	0	(9.00)
Reduce BMD lease costs for SSA	(219,956)	(219,956)	0	0.00
Reduce the number of assigned vehicles in the Sheriff's Department by 7 cars	(36,960)	(36,960)	0	0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Reduce the number of assigned vehicles in the District Attorney's Office by 6 cars	(31,680)	(31,680)	0	0.00
Reduce the number of assigned vehicles in the Public Defender's Office by 2 cars	(10,560)	(10,560)	0	0.00
Eliminate vacant funded BMD positions	(459,457)	(459,457)	0	(5.00)
Eliminate vacant funded Print positions	(124,963)	(124,963)	0	(2.00)
Reduce telephone expense account	(100,000)	(100,000)	0	0.00
Total GSA	***(2,103,576)***	***(2,103,576)***	***0***	***(16.00)***
Risk Management				
Reduce Liability and Workers' Compensation reserves	(1,400,000)	(1,400,000)	0	0.00
Reduce Risk Management consulting and contract services	(240,000)	(240,000)	0	0.00
Reduce property insurance costs	(200,000)	(200,000)	0	0.00
Reduce Salaries and Benefits in Risk Management	(60,000)	(60,000)	0	0.00
Total Risk Management	***(1,900,000)***	***(1,900,000)***	***0***	***0.00***
Subtotal VBB Changes	**(4,678,576)**	**(4,678,576)**	**0**	**(18.00)**
2003-04 Proposed Budget	**202,320,052**	**202,320,052**	**0**	**571.28**

Service Impacts

- Reduction in Countywide discretionary funding will limit the County's ability to conduct special studies and management audits; travel and training expenditures will be reduced and fixed asset purchases will be eliminated.

- Use of Fiscal Management Reward Savings will result in the loss of these funds for future one-time needs, such as automation enhancements or upgrades.

- Reduction of temporary service workers will lead to longer processing times of recordable documents and claims.

- Computer purchases and upgrades will be deferred.

- New revenue is anticipated from the Auditor's agreement with AC Transit District for recovery of costs of collection of special taxes, assessments and charges.

- Reduction of funding for the membership services position in EDAB results in reassignment of fund-raising duties which increases workload of other staff.

- Reductions in Discretionary Services & Supplies results in postponement of planned business development material purchases and activities, elimination of membership in several Bay Area business organizations, and reduction in the number of EDAB sponsored and co-sponsored activities.

- New revenue is anticipated from franchise fees, grant funding for Assessment Appeals, Economic Development contributions, and funding for reimbursement of staff costs associated with administration of the Alameda County Tobacco Asset Securitization Corporation.

- Reduction in Risk Management funding results in a decrease in contract services and a reduction in the planned reserves for the liability and workers' compensation programs.

- Information Technology Department upgrades to the County's network will be delayed.

- Motor vehicles will continue to be available; however, during periods of peak demand it may be necessary to lease vehicles.

- Intervals for routine maintenance schedules for county facilities will be extended. There may be some service delays for non-critical equipment. In the short term there is minimal risk to building systems, fire/life safety systems, security systems or sanitation services. However, in the longer term the useful life of some facilities and equipment will be shortened.

- Elimination of vacant funded pay units in the Building Maintenance Department may result in delays in responding to non-critical requests for service, but should result in minimal service impacts presently. However, when new buildings are completed such as the new Juvenile Justice Facility and the East County Hall of Justice, personnel requirements will have to be reevaluated.

- The Community Development Agency will delay or eliminate the hiring of administrative support for the Weights and Measures and Planning Departments. The Agency will use a staged approach towards the Castro Valley Plan Update and will delay the start of that effort until later in the fiscal year. Also delayed will be the development of site and mitigation policies for day care facilities, child care facilities, convalescent hospitals, rehabilitation centers and other similar uses in the unincorporated County. The resulting impact will make it more difficult to address community concerns arising in relation to these issues and hindering the siting of these facilities.

- Reductions in the Human Resource Services staff will impact the ability of the department to manage benefits, salary studies and surveys in a timely and efficient manner. The salary study portion of the countywide clerical classification study will be delayed. Fewer staff will be assigned to the more complex recruitment and examination duties of the department resulting in a longer timeframe for the hiring of professional staff.

- Reductions to the Conference Center arise from diminished sales of service by the Center resulting from the depressed economic conditions facing Bay Area organizations. The reorganization is part of an on-going evaluation of its mission by the Center so that it can focus on what will give the Department and the County the greatest value and return for investment.

- Reduction in the Registrar of Voters may result in slower customer service at the front counter. All voters in the minor parties (Peace and Freedom, Green, American Independent, Libertarian, and Natural Law) will receive one sample ballot rather than one sample ballot per party. No negative impact is expected from this change. The use of a less expensive Chinese translator will have no negative impact.

- Reduced funding for positions in the Treasurer-Tax Collector's Office will result in slow response time in assisting the public regarding property tax matters and inability to commence business license tax audits.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments result in an increase in net county cost of $140,645 and 2.85 full-time equivalent positions:

General Fund

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**181,540,829**	**129,334,348**	**52,206,481**	**967.77**
Board of Supervisors				
Allocation of Public Benefit funds to Board of Supervisors	140,645	0	140,645	0.00
Total Board of Supervisors	***140,645***	***0***	***140,645***	***0.00***
Art Commission				
Conversion of contractor to employee	0	0	0	1.00
Total Art Commission	***0***	***0***	***0***	***1.00***
Human Resource Services				
Technical adjustment due to classification actions	*0*	0	0	*1.00*
Total Human Resource Services	***0***	***0***	***0***	***1.00***
Registrar of Voters				
Transfer of position from Information Technology to the Registrar of Voters	0	0	0	1.00
Technical adjustment due to classification actions	0	0	0	(0.29)
Total Registrar of Voters	***0***	***0***	***0***	***0.71***
Subtotal Board/Final Changes	**140,645**	**0**	**140,645**	**2.71**
2003-04 Approved Budget	**181,681,474**	**129,334,348**	**52,347,126**	**970.48**

Internal Service Funds

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**202,320,052**	**202,320,052**	**0**	**571.28**
Information Technology Dept.				
Transfer of position from ITD to Registrar of Voters	(114,195)	(114,195)	0	(1.00)
Final budget adjustments in ITD to reflect mid-year Board approved adjustments	287,484	287,484	0	0.00
Total Information Technology Dept.	***173,289***	***173,289***	***0***	***(1.00)***
Motor Vehicle Department				
Final budget adjustments in MVD to reflect mid-year Board approved adjustments	16,536	16,536	0	0.00
Total Motor Vehicle Dept.	***16,536***	***16,536***	***0***	***0.00***
Building Maintenance Dept.				
Final budget adjustments in BMD to reflect mid-year Board approved adjustments	446,706	446,706	0	0.00
Technical adjustment due to classification actions	0	0	0	0.14
Total Building Maintenance Dept	***446,706***	***446,706***	***0***	***0.14***
Risk Management				
Reduction in Risk Management to reflect withdrawal of the Superior Court from the County's risk management program	(2,201,387)	(2,201,387)	0	0.00
Addition of pay units for HIPAA privacy officer funded within existing budget	0	0	0	1.00
Total Risk Management	***(2,201,387)***	***(2,201,387)***	***0***	***1.00***
Subtotal Board/Final Changes	**(1,564,856)**	**(1,564,856)**	**0**	**0.14**
2003-04 Approved Budget	**200,755,196**	**200,755,196**	**0**	**571.42**

MAJOR ACCOMPLISHMENTS IN 2002-03 INCLUDE:

ASSESSOR'S OFFICE

- Submitted a timely 2002-2003 local assessment roll of $133.9 billion, a 7.8% increase from 2001-2002.
- Timely processed all of the 2000 assessment appeal filings, representing over 2,715 applications.
- Continued use of the PVS (Property Valuations System) mass appraisal tool, significantly reduced the number of residential Assessment Appeals.

- Completed implementation of the initial phase of a new relational database, enhancing property tax administration and creating the basis for future efficiencies.

- Exceeded performance obligations with respect to the State/County Property Tax Administration Loan Program.

AUDITOR-CONTROLLER RECORDER AGENCY

- Participated in the successful implementation of the ALCOLINK HRMS system that resulted in the County's conversion to a new Payroll, Benefits, and Human Resource Management system.

- Implemented major components of a new financial reporting system required by the Governmental Accounting Standards Board in compliance with GASB 34.

- Developed, prepared, and updated financial training materials for the ALCOLINK On-Line Library, for use by over 800 countywide users.

- Increased the efficiency of collecting and delivering funds to victims of crimes by automating Central Collections cashiering functions.

- Developed effective strategies to process a record number of Official Public Records at the Clerk-Recorder's Office.

- Earned, for the eighteenth consecutive year, the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association for our Comprehensive Annual Financial Report, and for the fifth consecutive year, the Award for Excellence for preparation of the State Controller's LGFA Report of Financial Transactions.

COMMUNITY DEVELOPMENT AGENCY

- Amended the Neighborhood Preservation and Junk Vehicle Ordinances to provide further enforcement capabilities. Also added the Building and Housing Code, and portions of the Fire Code to the Ordinance, and amended the Zoning Ordinance to allow for an appeal and abatement process for zoning violations. A Memorandum of Understanding with the Sheriff's Department to provide funding for one Deputy Sheriff to assist Code Enforcement staff with vehicle abatements was also completed.

- Completed formal design of the Ashland/Bayfair Transit Center project, which includes sidewalk, lighting, landscaping and pedestrian bridge improvements between East 14th Street, the Bayfair BART Station, and the Bayfair Mall.

- Hired a full-time Planner to address issues relating to the rural community (e.g. agriculture open space, resource management) to be stationed at the new one-stop agriculture/rural-focused permitting center being built on Greenville Road in

Livermore. Began construction of the Agricultural Resource Center that will provide office and meeting space for the various agricultural related services in the Livermore-Amador Valley.

- Completed an Environmental Impact Report (EIR) for the San Lorenzo Village Center Specific Plan, along with refinements to the Specific Plan itself, and conducted an extensive public review and input process relating to the Plan and EIR.
- At the request of the Board of Supervisors, initiated a North Livermore Intensive Agriculture Study that addresses issues stemming from Measure D.
- Initiated a process to address mandates in Measure D and the General Plan relating to the formation of an East County Land Trust. Established a subcommittee to address land trust issues, created a scope of work to facilitate formation of a trust or trust equivalent, and hired a consultant to carry out the scope.
- Increased home ownership in unincorporated Alameda County, through the Mortgage Credit Certificate Program (MCC); approximately 200 moderate-income families received assistance to become first time homebuyers.
- Developed 9 units of ownership housing (six of which are first-time homebuyers) and purchased land for the development of senior housing to be occupied in 2004 using funds generated in Redevelopment Project Areas.
- Lead agency for the Alameda County Continuum of Care Collaborative proposal for HUD homeless funding, which was based on the Countywide Continuum of Care Plan adopted in 1997. The proposal was awarded nearly $20 million to support homeless housing and services throughout the County. The award is $7 million more than last year and is the second highest award nationwide (second only to Los Angeles).
- Selected two housing developers to develop 965 units of market rate housing and 112 units of affordable housing on County surplus properties in Dublin.
- Negotiated a Purchase and Sale Agreement and entitlements with Ikea for 27-acre site in Dublin for $24 million and sold a 1.5 acre site in Dublin to Bank of America for $1.5 million.

COUNTY ADMINISTRATOR'S OFFICE

- Completed the first Youth Leadership Academy and graduated 30 youth in February 2003 and completed two Adult Leadership Academies.
- Implemented the County's September 11th Remembrance event at the Coliseum.

- Selected the consultants to audit the Local Agency Formation Commission (LAFCo) budget; coordinated countywide municipal service reviews/sphere of influence updates; and provided LAFCo planning services.

- Implemented kick-off events for the countywide celebration of the County's 150th anniversary of incorporation.

- Updated the Assessment Appeals and Claims scanning system.

- Updated the Assessment Appeals instruction booklet and provided the booklet in English, Spanish, and Cantonese.

- Established a Health Insurance Portability and Accountability Act (HIPAA) privacy compliance unit within Risk Management.

- Created and facilitated new insurance requirement guidelines countywide.

- Modified the County's Disability Management Program in order to focus on managing modified duty and return-to-work efforts.

- Developed and implemented a Risk Management Continuation of Operations Plan to assure that Risk Management is able to continue operations in the event of a disaster.

- Initiated the contracting and business Availability Study.

- Developed WINDMILLS participant workbook and provided training to over 1,000 Alameda County employees.

- Developed policy on Access to County Facilities for Disabled Individuals with Assistance Animals.

- Developed and implemented workshops on reasonable accommodation for agency/department diversity coordinators and workers compensation liaisons.

- Issued Tobacco Securitization bonds that defeased $190 million of County debt and eliminated reliance on revenue from Tobacco manufacturer's payments pursuant to the nationwide Master Settlement Agreement.

COUNTY COUNSEL

- Successfully assisted with the Health Insurance Portability and Accountability Act (HIPAA) compliance and readiness activities on behalf of the County.

- Within a 15 day time period, successfully defended the Registrar of Voters in an election contest which allowed the election to proceed in a timely manner.

- Actively participated in Statewide litigation cases, such as PG&E, Gun Litigation, and Cannabis.
- Successfully advised, revised, and implemented a countywide Independent Contractor Agreement, including educating departments on the differences and uses of an independent contractor within the County.

GENERAL SERVICES AGENCY

Major Projects

- Completed the lease agreement for the 100,000 square foot North County Self-Sufficiency Center of the Social Services Agency to be completed in 2005.
- Completed the bridging design and EIR/EIS for the construction of the East County Hall of Justice and Juvenile Justice Facility.
- Began seismic upgrade and remodel of the Berkeley Courthouse.
- Completed ADA study of court buildings/facilities with recommendations for corrective action.
- Completed the first and second phases of the three-phase feasibility study for the Fairmont campus in San Leandro to determine the best land use policy.
- Completed successful closure/mothball activities for the North County Jail and initiated an alternative use study of the facility.
- Renovated the Treasurer-Tax Collector's, Auditor-Controller's Offices and the Board of Supervisors' Chambers; waterproofed exterior, and completed phase one (escalator removal) for the lobby remodel at the Administration Building.

Goods and Services Enhancements

- Developed GSA website to build the foundation for e-procurement on-line services for County departments and local businesses. New interactive features implemented this year include on-line vendor registration and RFP/Q downloadable documents.
- Implemented on-line vendor registration and updated capacity for the Small, Local and Emerging Business (SLEB) database, thus expanding networking and contract opportunities for local and small businesses via forecast and notice to them of upcoming contract opportunities, including sub-partnering.

Building Community Partnerships

- Provided job training for 200 individuals from General Assistance, Alameda County Sheriff's Department Community Re-entry Center, Project 22, and Behavioral Health Care.
- Facilitated the Cornerstone Project, a pilot project for incarcerated youth at Camp Sweeney to gain exposure and mentoring in the construction field.
- Expanded the County's Regional 800 MHz Mutual Aid/Emergency Communications system to include the City of Hayward Fire Department.
- Appeared on local cable station, Soul Beat, to promote the SLEB program.

Addressing Environmental Concerns

- Received five awards for environmental work: US Environmental Protection Agency 2002 Green Power Leadership Award, State of California Flex Your Power Energy Award, Energy Efficient Building Award, California State Association of Counties (CSAC) Challenge Award and the Governor's Environmental and Economic Leadership Award.
- Provided technical assistance in developing the Green Building Ordinance.
- Increased recycling at the County's larger facilities to divert an additional 140,760 pounds of waste from landfill and reduce refuse disposal costs.
- Purchased four lower emission vehicles for the County fleet.
- Completed 67 asbestos abatement, mold abatement, and environmental investigation projects.

Improving Customer Service

- GSA implemented STARS, an employee recognition program to highlight the achievements of individual line or managerial staff within GSA.
- Implemented customer relations managers (CRMs) whereby a senior agency manager is assigned to each County department to hear their concerns, facilitate problem-solving, and utilize feedback to improve service delivery.

HUMAN RESOURCE SERVICES DEPARTMENT

Examination/Classification/Certification/Labor Relations

- Successfully implemented an on-line applicant interest card process for potential applicants to file an on-line “interest card” for Civil Service positions that are not yet open for competitive examination. Received/processed 8,825 notices of applicant interest – each of who will receive a notice of the exam when the position becomes open.

- Designed and implemented new forms to facilitate implementation of the new Human Resources Management System (HRMS). All forms are available on-line to HRMS end users.

- Created new HRMS queries to allow departments to review position data as well as a new Program/Project FTE Summary report.

- Completed three major and successful classification studies encompassing multiple positions for County Counsel, Assessor, and the Department of Child Support Services.

- Successfully opened the Employee Services Center in December 2002 to implement the new centralized administration of all employee benefits.

Training and Conference Center

- Updated and delivered Training for Trainers programs for Workplace Violence, Lead Worker, Effective Supervisor, and Disabilities Awareness.

- Delivered Windmills' Disabilities Awareness program to County employees.

- Implemented Performance Management Series to enable managers to set performance expectations, monitor performance, and give written/verbal feedback; and a new "Training Institute" framework for classes, including a Management Academy, Staff Academy, and new Brown Bag series.

- Reconfigured computer lab and increased number of existing classes and added new computer software classes to curriculum.

INFORMATION TECHNOLOGY DEPARTMENT

- Designed new homepage with on-line services and met the performance measurement to have visitor access increased by 25%.

- Implemented election results mapping for November 5, 2002 election, and saw the number of visitors using the website from the previous year increase by 25%.

- Continued to plan, build, and implement interactive Web solutions for Treasurer-Tax Collector in the following areas: a) Supplemental, Unsecured, and Secured Delinquent tax payments; b) Business License (forms, application renewal and replacements); c) Deferred Compensation (forms); d) Tax Defaulted Land Bidder information.

- Began user design for the IMPROVE Project.

- Provided support for the ALCOLINK Project and its implementation of PeopleSoft Human Resources module and completed the infrastructure to support the Human Resources component of ALCOLINK.

- Conducted a pilot project to replace existing imaging capability for the Clerk of the Board applications and developed an approach to providing countywide imaging solutions.

- Completed the implementation of the Electronic Banking System for the Social Services Agency.

- Performed a network security audit to assist ITD in providing the County with a secure network environment.

- Continued the planning and design for an integrated justice system with automated interfaces, ad-hoc reporting, and Web-based queries.

LIBRARY

- Opened new Dublin Library in April 2003 in cooperation with City of Dublin and completed purchase of new Dublin Library materials collection.

- Implemented the first annual Teen Summer Reading Program with support from the County Library Foundation.

- Reformatted the "County Library News" into a bi-monthly newsletter format for distribution to the public.

- Implemented a new Library orientation and Webpac demonstration designed for high school students as well as principals, district staff, teachers, and library media technicians in the Fremont libraries.

- Completed the 2nd round grant application to the State for Library Construction Bond Act funds to build the proposed new Castro Valley Library.

- Began developing a site plan and conceptual plans for a new or remodeled and expanded San Lorenzo Library.

- Completed bid process for new Bookmobile and selected vendor with new Bookmobile scheduled for delivery in 2003-04.

PUBLIC WORKS AGENCY

Development Services Department

- Modified the building ordinance to include appendix Chapter 31 on flood resistant construction which contributes to Alameda County maintaining its standing in the

Community Rating System, resulting in a 15% reduction in insurance premiums paid for flood insurance by residents of unincorporated areas in Alameda County.

- Improved Building Inspection services by installing the Interactive Voice Response system for scheduling inspections, retrieving inspection results and checking on progress of permit applications, and re-aligning fees for Building Department services to more equitably charge users only for the services they will use for any given project.

- As part of the Agency's creeks and fisheries restoration program, completed the Palomares Creek Restoration Project; completed the San Lorenzo Creek Fisheries Assessment; completed Phase 1 of the Lower Alameda Creek Levee Reconfiguration Project; and the U.S. Army Corps of Engineers completed the Preliminary Restoration Report for the Alameda Creek Fisheries project which is the first step in the 1135 funding program.

Maintenance and Operations Department

- Key Flood Control Program maintenance included the restoration of the flow way through Pond J (Ardenwood 2000); providing Zone 7 with a $300,000 annual contract to do routine maintenance, which includes vegetation removal, litter removal, chemical weed control, pipe culvert cleaning, and paving of access roads. Public Works Inspectors responded to 43 hazardous material incidents on 27 County roads and 16 flood channels; and restored Zone No. 2 wall and temporarily repaired another wall failure.

- Transportation Program maintenance included the successful consolidation and expansion of the Biennial Inspection of Terminals (BIT) for Alameda County earning a "satisfactory" rating for our Commercial Motor Carrier Safety Program; completed survey of District 1 roads which will make possible a thorough analysis to determine future road maintenance needs; completed the East Castro Valley Boulevard guard rail project for improved safety in the Palomares Hills area; completed chip sealing of 60 miles of roadways; and provided Castlewood Association with road maintenance activities, which include surface, repairs, and erosion repairs, and other emergency road problems that may obstruct safe passage of traffic or pedestrians.

Engineering and Construction Department

- Advertised, awarded, administered, and inspected 13 Flood Control projects to pursue flood carrying capacity valued at $9.7 million.

- Advertised 6 projects to rehabilitate various roadways and construct new sidewalks, pathways and guardrails using federal, State and local funds; and implemented Traffic Calming Program on 10 community roadways. The program continues to grow as constituents become more actively involved in neighborhood livability and quality-of-life issues.

- The Alameda County Geographic Information System (GIS) completed several milestones this year: Developed parcel layers and database so the current GIS applications may now be used countywide; developed a street centerline layer including address ranges to allow countywide road, traffic and transportation planning applications; implemented countywide high-resolution color imagery; and updated the current intranet GIS application to a countywide application including an emergency response application for the Office of Emergency Services (OES).

Administration and Management Services Department

- Successfully adopted the capital asset reporting requirements of the Government Accounting Standards Board Statement No. 34 by identifying and valuing infrastructure assets as of June 20, 2002. A net book value of $430 million was established for pump stations, roadways, bridges, signage, traffic signals, streetlights, sidewalks, curbing, flood control systems, lakes and dams.

- The Agency's business outreach efforts focused on increasing the number of contracts awarded to small, local, emerging Alameda County businesses, including disadvantaged, minority and women owned business enterprises.

REGISTRAR OF VOTERS OFFICE

- Successfully implemented new voter-friendly electronic touchscreen voting system in all 782 precincts for the November 5th election.

- Produced absentee and electronic ballots and the Voter Information Pamphlet in three languages – English, Spanish, and Chinese to better serve the 17,000 minority language registered voters in the County.

- Produced a recorded audio ballot that enabled blind voters to vote independently for the first time in a California county.

- Offered voters registered anywhere in the County to vote early during a two-week period before the election by establishing five early voting sites at the Registrar of Voters and at four City Clerk offices for the November 5th Election.

- Offered voters the convenience of becoming permanent absentee voters, thereby eliminating the need for them to apply for an absentee ballot before every election. An additional 45,000 voters took advantage of the option to become permanent absentee voters.

- Completed redrawing of district boundary lines for special districts in time for the candidate filing period for the November 5th election.

- Increased the number of County employee poll workers from 163 to 210 in the November 5th Election which resulted in having all 782 election boards fully staffed with inspectors on Election Day.

- Increased the number of student poll workers from 395 to 600, which resulted in having all of the 782 election boards fully staffed with judges and clerks on Election Day.

TREASURER-TAX COLLECTOR'S OFFICE

- Completed the position study and reclassification of the Tax Collector's Account Clerk IIs to Tax Representative I, II, and III in March 2003.
- Successfully assumed in-house processing of credit card payments that were formerly contracted out.
- Reduced processing time for "trouble mail."

ZONE 7 FLOOD CONTROL/WATER AGENCY

- Installed four Salt Management Wells.
- Completed groundwater modeling and conceptual wellsite design for the Well Master Plan study, which will develop plans to reliably meet valley-wide water demands.
- Installed new wash water recovery pumps to replace antiquated pumps at PPWTP.
- Successfully completed 16 repairs including bank stabilization, structure desiltation, and reconstruction work to various flood control facilities to restore system function and integrity.
- Implemented Small, Local, and Emerging Business (SLEB) program in compliance with County policy.

General Government	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	62,703,861	69,147,080	82,734,875	89,825,254	88,302,182	5,567,307	(1,523,072)
S&S	62,859,628	67,842,860	86,805,060	77,712,046	75,008,443	(11,796,617)	(2,703,603)
Other	2,926,737	1,987,853	11,174,900	6,140,665	6,281,310	(4,893,590)	140,645
Fixed Assets	104,703	281,390	289,415	6,907,295	6,857,295	6,567,880	(50,000)
Intra Fund Transfers	(12,023,729)	(8,329,668)	(6,051,923)	(8,912,682)	(8,831,462)	(2,779,539)	81,220
Other Financing Uses	532,658	4,505,314	4,087,541	14,063,706	14,063,706	9,976,165	0
Net Appropriation	117,103,858	135,434,829	179,039,868	185,736,284	181,681,474	2,641,606	(4,054,810)
Financing							
Revenue	86,245,909	101,641,256	126,008,848	129,478,732	129,334,348	3,325,500	(144,384)
Total Financing	86,245,909	101,641,256	126,008,848	129,478,732	129,334,348	3,325,500	(144,384)
Net County Cost	30,857,949	33,793,573	53,031,020	56,257,552	52,347,126	(683,894)	(3,910,426)
FTE - Mgmt	NA	NA	386.88	401.76	394.51	7.63	(7.25)
FTE - Non Mgmt	NA	NA	586.92	584.70	575.97	(10.95)	(8.73)
Total FTE	NA	NA	973.80	986.46	970.48	(3.32)	(15.98)
Authorized - Mgmt	NA	NA	416	444	444	28	0
Authorized - Non Mgmt	NA	NA	1,108	1,193	1,224	116	31
Total Authorized	NA	NA	1,524	1,637	1,668	144	31

TOTAL FUNDING BY SOURCE

Major Funding Source	2002 - 03 Budget	Percent	2003 - 04 Budget	Percent
Other Taxes	$14,117,372	7.9%	$12,165,372	6.7%
Licenses, Permits & Franchises	$4,446,021	2.5%	$4,853,307	2.7%
Fines, Forfeits & Penalties	$1,000	0.0%	$2,000	0.0%
Use of Money & Property	$1,740,783	1.0%	$1,742,783	1.0%
State Aid	$5,729,098	3.2%	$7,249,781	4.0%
Aid from Federal Govt	$0	0.0%	$26,839,284	14.8%
Aid from Local Govt Agencies	$0	0.0%	$8,690,461	4.8%
Charges for Services	$0	0.0%	$47,259,956	26.0%
Other Revenues	$16,283,830	9.1%	$7,081,904	3.9%
Other Financing Sources	$6,641,126	3.7%	$13,449,500	7.4%
Subtotal	$48,959,230	27.3%	$129,334,348	71.2%
County-Funded Gap	$130,080,638	72.7%	$52,347,126	28.8%
TOTAL	$179,039,868	100.0%	$181,681,474	100.0%

DEPARTMENTS INCLUDED:

Art Commission
Assessor
Auditor-Controller Recorder
Board of Supervisors
County Counsel
County Administrator's Office
Community Development Agency
General Services Agency (General Fund)
Human Resource Services
Public Works Agency (General Fund)
Registrar of Voters
Treasurer-Tax Collector
Zone 7 Flood Control/Water Agency

Internal Service Funds	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	37,401,884	42,603,920	50,167,489	55,371,675	54,015,609	3,848,120	(1,356,066)
S&S	4,559,652	4,842,190	4,694,643	5,016,661	5,025,457	330,814	8,796
Other	117,369,438	110,971,061	130,270,872	135,175,780	130,279,618	8,746	(4,896,162)
Intra Fund Transfers	(17,341)	0	0	0	0	0	0
Other Financing Uses	8,558,780	9,080,674	11,144,252	11,434,512	11,434,512	290,260	0
Net Appropriation	167,872,413	167,497,845	196,277,256	206,998,628	200,755,196	4,477,940	(6,243,432)
Financing							
Revenue	174,650,297	164,307,263	196,277,256	206,998,628	200,755,196	4,477,940	(6,243,432)
Total Financing	174,650,297	164,307,263	196,277,256	206,998,628	200,755,196	4,477,940	(6,243,432)
Net County Cost	(6,777,884)	3,190,582	0	0	0	0	0
FTE - Mgmt	NA	NA	186.75	201.17	201.17	14.42	0.00
FTE - Non Mgmt	NA	NA	412.95	388.11	370.25	(42.70)	(17.86)
Total FTE	NA	NA	599.70	589.28	571.42	(28.28)	(17.86)
Authorized - Mgmt	NA	NA	239	240	240	1	0
Authorized - Non Mgmt	NA	NA	522	492	480	(42)	(12)
Total Authorized	NA	NA	761	732	720	(41)	(12)

TOTAL FUNDING BY SOURCE – INTERNAL SERVICE FUNDS

Major Funding Source	2002 - 03 Budget	Percent	2003 - 04 Budget	Percent
Use of Money & Property	$109,694,922	55.9%	$110,132,356	54.9%
State Aid	$0	0.0%	$0	0.0%
Aid from Local Govt Agencies	$0	0.0%	$0	0.0%
Charges for Services	$0	0.0%	$70,000	0.0%
Other Revenues	$86,512,334	44.1%	$90,552,840	45.1%
Other Financing Sources	$0	0.0%	$0	0.0%
Subtotal	$196,207,256	100.0%	$200,755,196	100.0%
County-Funded Gap	$70,000	0.0%	$0	0.0%
TOTAL	$196,277,256	100.0%	$200,755,196	100.0%

DEPARTMENTS INCLUDED:

- Dental Insurance
- Risk Management
- Information Technology Department
- General Services Agency:
  - Communications
  - Building Maintenance
  - Motor Pool
  - Printing Services

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
COMMUNITY DEVELOPMENT AGENCY								
CDA SERVICES AND HOUSING								
A Safe Place	37,000			0			37,000	0
AIDS Project of the East Bay	128,435			0			128,435	0
Alameda Point Collaborative	1,564,539			0	162,633		1,727,172	162,633
Allied Housing	336,252			0			336,252	0
Ark of Refuge	296,573			0			296,573	0
Building Futures with Women and Children	41,527			0	41,696		83,223	41,696
Building Opportunities for Self-Sufficiency	127,050			0	(15,993)		111,057	(15,993)
Dignity Housing West	66,139			0			66,139	0
East Oakland Community Project	72,220			0			72,220	0
ECHO Housing	90,036			0			90,036	0
Eden I & R, Inc.	75,000			0			75,000	0
Emergency Shelter Program	41,527			0	(950)		40,577	(950)
Family Emergency Shelter Coalition	41,527			0	62,700		104,227	62,700
Housing Consortium of the East Bay	0			0	30,000		30,000	30,000
Housing Rights	29,189			0			29,189	0
Jobs Consortium	195,551			0	1,158		196,709	1,158
Providence House	50,000			0	(50,000)		0	(50,000)
Public Health Institute	50,000			0	106,000		156,000	106,000
Resources for Community Development	81,700			0			81,700	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
SAVE	41,527			0	(950)		40,577	(950)
Second Chance, Inc.	39,857			0			39,857	0
Toolworks	0			0	183,555		183,555	183,555
Tri-City Health Center	128,435			0			128,435	0
Tri-City Homeless Coalition	198,304			0			198,304	0
Tri-Valley Haven for Women, Inc.	38,857			0	42,297		81,154	42,297
UA Housing	80,714			0			80,714	0
United Indian Nations	162,633			0	(162,633)		0	(162,633)
Valley Community Health Center	28,100			0	(28,100)		0	(28,100)
Total – CDA Services and Housing	4,042,692	0	0	0	371,413	0	4,414,105	371,413

CDA DEVELOPMENT CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Affordable Housing Associates	80,000			0	(80,000)		0	(80,000)
African-American Aids Support Svcs. AMASSI	206,500			0	(206,500)		0	(206,500)
Alameda Point Collaborative	500,000			0	(500,000)		0	(500,000)
Allied Housing	460,000			0	1,069,999		1,529,999	1,069,999
American Baptist Homes of the West	0			0	541,643		541,643	541,643
Ark of Refuge	0			0	299,534		299,534	299,534
Building Futures with Women and Children	710,000			0	(710,000)		0	(710,000)
Dignity Housing West	1,605,599			0	(1,605,599)		0	(1,605,599)
Eden Housing	830,000			0	(830,000)		0	(830,000)
Family Emergency Shelter Coalition	0			0	526,000		526,000	526,000
Operation Dignity	189,000			0	108,000		297,000	108,000

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	**FY 2002-03 Contract Amount**	**FY 2002-03 Annualized COLA**	**FY 2003-04 Proposed COLA**	**Total COLA**	**Other Adjust.**	**VBB Adjust.**	**FY 2003-04 Contract Amount**	**Change from FY 2002-03 Contract**
Quail Run Apartments	0			0	1,176,000		1,176,000	1,176,000
Resources for Community Development	140,000			0	1,978,663		2,118,663	1,978,663
Tri-Valley Haven for Women, Inc.	0			0	182,000		182,000	182,000
UA Housing	0			0	821,673		821,673	821,673
Total – CDA Development Contracts	4,721,099	0	0	0	2,771,413	0	7,492,512	2,771,413
TOTAL CDA CONTRACTS	8,763,791	0	0	0	3,142,826	0	11,906,617	3,142,826

ASSESSOR

Ron Thomsen
Assessor

Financial Summary

Assessor	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	17,703,294	19,338,235	(66,115)	0	19,272,120	1,568,826	8.9%
Revenue	7,936,126	8,488,832	0	0	8,488,832	552,706	7.0%
Net	9,767,168	10,849,403	(66,115)	0	10,783,288	1,016,120	10.4%
FTE - Mgmt	40.00	40.00	0.00	0.00	40.00	0.00	0.0%
FTE - Non Mgmt	149.59	149.59	0.00	0.00	149.59	0.00	0.0%
Total FTE	189.59	189.59	0.00	0.00	189.59	0.00	0.0%

MISSION STATEMENT

To provide timely and accurate assessment services in a manner resulting in fair and equitable treatment for all Alameda County taxpayers.

MANDATED SERVICES

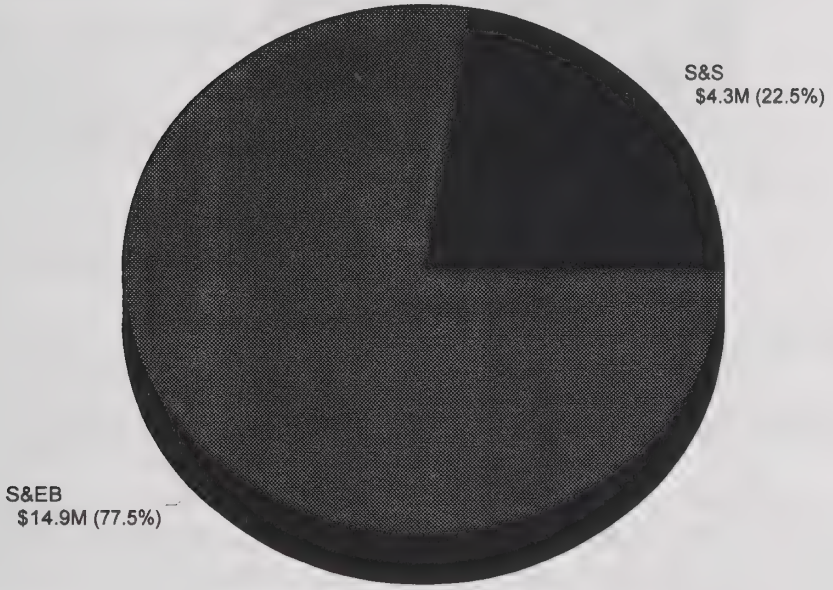
The Assessor's mandated services are performed in accordance with the California Constitution, Revenue and Taxation Code, Government Code, and State Board of Equalization guidelines and directives. The primary mandated services of the Assessor's Office include: locate and identify the ownership of all taxable property in Alameda County; determine the taxability of all property; determine the reappraisability of property changing ownership or having new construction added; annually assess all real estate in accordance with the provisions of Article XIIIA of the State Constitution (Proposition 13); annually assess all taxable personal property at its fair market value; determine and apply all legal exemptions against these assessments; surrender an accurate assessment roll to the Auditor's office prior to July 1st each year.

Other major functions of the Assessor's office include: perform local and out-of-state business personal property audits of taxpayers who own business personal property located in Alameda County; re-map all real estate parcels when lot line adjustments, splits or combinations of parcels are initiated; timely process assessment appeal and calamity applications to determine if assessment reductions are warranted; appraise real estate to issue supplemental assessments when property changes ownership or has new construction added.

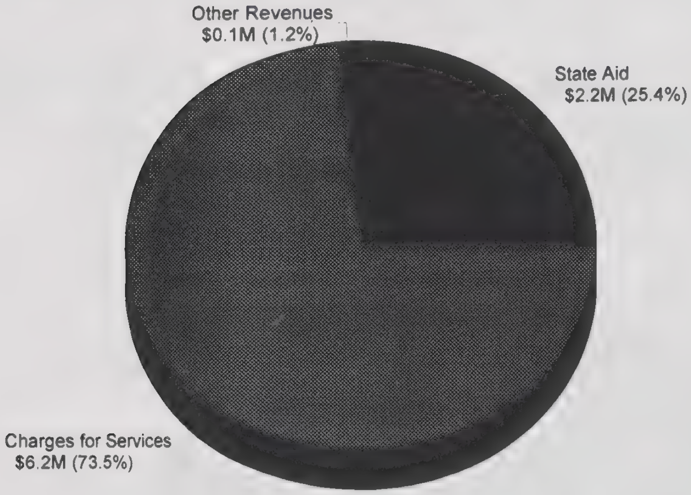
DISCRETIONARY SERVICES

Support services and assessment information are provided to the Auditor-Controller, Treasurer-Tax Collector, Public Works, Clerk of the Board, Registrar of Voters, School Districts, Special Assessment Districts, and other governmental agencies as required by law.

Total Appropriation by Major Object



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort budget includes funding for 189.59 full-time equivalent positions at a net county cost of $10,849,403. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $1,082,235 and no change in full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 /Final/Amended	**17,703,294**	**7,936,126**	**9,767,168**	**189.59**
Salary & Benefit COLA increase	302,163	0	302,163	0.00
Retirement contribution increase	764,481	0	764,481	0.00
Reclassification/transfer of positions	193,814	193,814	0	0.00
Internal Service Fund adjustments	347,683	0	347,683	0.00
Technical/operating adjustments	26,800	0	26,800	0.00
Increase in Property Tax Administration and Supplemental Assessment revenue	0	358,892	(358,892)	0.00
Subtotal MOE Changes	**1,634,941**	**552,706**	**1,082,235**	**0.00**
2003-04 MOE Budget	**19,338,235**	**8,488,832**	**10,849,403**	**189.59**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**19,338,235**	**8,488,832**	**10,849,403**	**189.59**
Reduce ISF charges based on GSA reductions	(13,292)	0	(13,292)	0.00
Reduce ISF charges based on ITD reductions	(35,817)	0	(35,817)	0.00
Reduce Risk Management and Workers Compensation charges	(17,006)	0	(17,006)	0.00
Subtotal VBB Changes	**(66,115)**	**0**	**(66,115)**	**0.00**
2003-04 Proposed Budget	**19,272,120**	**8,488,832**	**10,783,288**	**189.59**

- Use of Fiscal Management Reward Program savings of $2,878,771.

Service Impact

- No direct service impact. Use of Fiscal Management Reward Savings will result in the loss of these funds for future one-time needs, such as automation enhancements or upgrades.

The Proposed Budget includes funding for 189.59 full-time equivalent positions at a net county cost of $10,783,288.

FINAL BUDGET ADJUSTMENTS

No adjustments are required.

The Final Budget provides funding for 189.59 full-time equivalent positions at a net county cost of $10,783,288.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 189.59 full-time equivalent positions at a net county cost of $10,783,288.

Workload Measures:

Exemptions	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Exemption Claims Processed				
Homeowner – Regular	54,670	46,082	56,000	50,000
Homeowner – Supplemental	16,388	12,375	18,000	15,000
All Other Exemptions	2,942	2,599	3,450	3,000
Roll Corrections	4,678	4,863	4,800	4,900
State Audits Homeowner	1,675	2,651	1,800	2,600

Goals:

- To provide significant revenue to the County, its schools, cities, special districts and redevelopment districts.
- To maximize the level of public service.
- To enhance efficiencies in performing the work functions.
- To elevate the morale of staff through effective communication and training.

Objectives:

- Surrender a timely fair and accurate assessment roll providing significant property tax revenue to Alameda County, its schools, cities and local districts.
- Maximize the level of public service that is provided to every taxpayer in Alameda County. This will be accomplished by maintaining knowledgeable staff in the public information section and increasing information that is available to the public on the Internet.
- Augment the recently implemented relational date base computer system to enhance the efficiency of the department, provide the basis for other County property tax related departments' enhancements and allow for better communication between the departments and with the public.
- Utilize an improved working environment to better communicate departmental functions, policies and philosophy to all staff. Use electronic communications, new training facilities and regularly scheduled meetings with and between managers and staff to increase understanding of respective responsibilities.

Budget Units Included:

10000-150100 Assessor	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	11,533,156	12,469,088	13,683,961	14,944,419	14,933,634	1,249,673	(10,785)
S&S	3,753,129	3,451,731	4,020,333	4,394,816	4,339,486	319,153	(55,330)
Intra Fund Transfers	0	0	(1,000)	(1,000)	(1,000)	0	0
Other Financing Uses	0	1,865,000	0	0	0	0	0
Net Appropriation	15,286,285	17,785,819	17,703,294	19,338,235	19,272,120	1,568,826	(66,115)
Financing							
Revenue	8,229,030	9,387,622	7,936,126	8,488,832	8,488,832	552,706	0
Total Financing	8,229,030	9,387,622	7,936,126	8,488,832	8,488,832	552,706	0
Net County Cost	7,057,255	8,398,197	9,767.168	10,849,403	10,783,288	1,016,120	(66,115)
FTE – Mgmt	NA	NA	40.00	40.00	40.00	0.00	0.00
FTE - Non Mgmt	NA	NA	149.59	149.59	149.59	0.00	0.00
Total FTE	NA	NA	189.59	189.59	189.59	0.00	0.00
Authorized – Mgmt	NA	NA	44	44	44	0	0
Authorized - Non Mgmt	NA	NA	216	216	216	0	0
Total Authorized	NA	NA	260	260	260	0	0

AUDITOR-CONTROLLER AGENCY

Patrick O'Connell
Auditor-Controller Recorder

Financial Summary

Auditor-Controller	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	22,005,114	24,691,254	(574,841)	0	24,116,413	2,111,299	9.6%
Revenue	28,575,500	33,017,316	166,072	0	33,183,388	4,607,888	16.1%
Net	(6,570,386)	(8,326,062)	(740,913)	0	(9,066,975)	(2,496,589)	-38.0%
FTE - Mgmt	52.00	56.00	(1.00)	0.00	55.00	3.00	5.8%
FTE - Non Mgmt	165.00	162.00	(2.00)	0.00	160.00	(5.00)	-3.0%
Total FTE	217.00	218.00	(3.00)	0.00	215.00	(2.00)	-0.9%

MISSION STATEMENT

To provide for the development and maintenance of the County financial system so that all County functions may be supported by sound financial practices. These services shall be delivered with respect, consideration, and openness to all.

MANDATED SERVICES

The mandate of the Auditor-Controller Agency is to develop and maintain the County's accounting, payroll, audit, tax analysis, budget and grants, and cost plan systems and procedures. The level of these services is determined by federal and State laws, the County Charter, Administrative Code, ordinances and resolutions, and departmental policy set by the Auditor-Controller, an elected official.

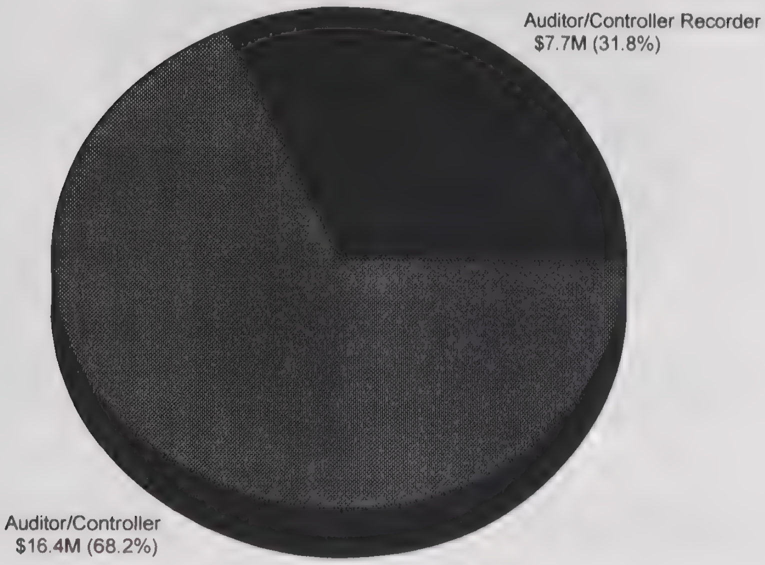
The collection of court-related fines and restitutions, Social Services Agency overpayments, and certain other receivables are mandated by a myriad of State and federal laws and regulations. County resolutions, ordinances, and policies govern the mandate to collect other receivables, such as Medical Center, Public Defender, and environmental fees.

The Office of the Clerk-Recorder provides mandated services established by statute. These include the recording of all recordable documents and maps, collection and distribution of fees and taxes from recording documents and maintenance of the vital statistics register, which includes birth, death and marriage records. There are substantial monetary penalties for non-compliance with requirements for maintaining currency of filing, including triple damages if such delays result in a loss to a property owner.

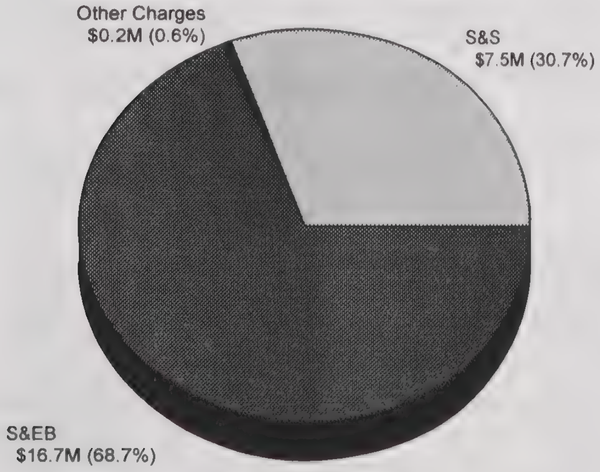
DISCRETIONARY SERVICES

The Auditor-Controller/Recorder does not provide any discretionary services.

Total Appropriation by Budget Unit

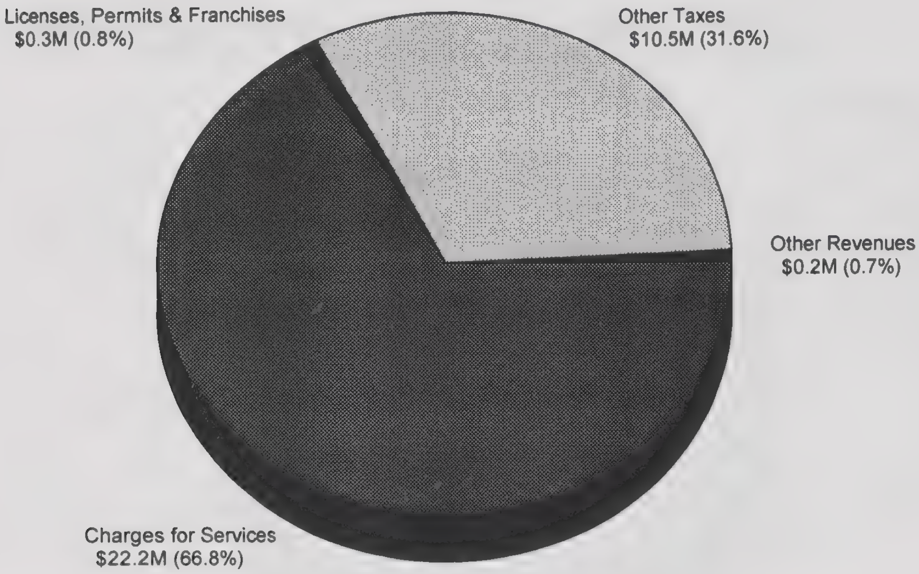


Total Appropriation by Major Object



Intra Fund Transfers $-0.3M

Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 218.00 full-time equivalent positions at a negative net county cost of $8,326,062. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost decrease of $1,755,676 and an increase of 1.00 full-time equivalent position.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**22,005,114**	**28,575,500**	**(6,570,386)**	**217.00**
Salary & Benefit COLA increase	370,616	0	370,616	0.00
Retirement contribution increase	864,259	0	864,259	0.00
Reclassification/transfer of positions	136,698	136,698	0	0.00
Mid-year Board approved adjustments	51,486	51,486	0	1.00
Internal Service Fund adjustments	1,263,081	0	1,263,081	0.00
Increase in recording fee revenue	0	1,700,000	(1,700,000)	0.00
Increase in property transfer revenue	0	2,000,000	(2,000,000)	0.00
Increase in County indirect revenue	0	800,000	(800,000)	0.00
Other departmental revenue adjustments	0	(246,368)	246,368	0.00
Subtotal MOE Changes	**2,686,140**	**4,441,816**	**(1,755,676)**	**1.00**
2003-04 MOE Budget	**24,691,254**	**33,017,316**	**(8,326,062)**	**218.00**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**24,691,254**	**33,017,316**	**(8,326,062)**	**218.00**
Reduce funding for temporary workers	(372,228)	0	(372,228)	(3.00)
Reduce discretionary services & supplies	(71,700)	0	(71,700)	0.00
Increase in revenue from AC Transit for costs of tax collections	0	166,072	(166,072)	0.00
Reduce ISF charges based on GSA reductions	(27,814)	0	(27,814)	0.00
Reduce ISF charges based on ITD reductions	(65,003)	0	(65,003)	0.00
Reduce Risk Management and Workers Compensation charges	(38,096)	0	(38,096)	0.00
Subtotal VBB Changes	**(574,841)**	**166,072**	**(740,913)**	**(3.00)**
2003-04 Proposed Budget	**24,116,413**	**33,183,388**	**(9,066,975)**	**215.00**

- Use of Fiscal Management Reward Programs savings of $2,468,296.

Service Impacts

- Reduction of temporary service workers will lead to longer processing times of recordable documents and claims.
- Computer purchases will be deferred.
- New revenue is anticipated from an agreement with AC Transit District for recovery of costs of collection of special taxes, assessments and charges.

The Proposed Budget includes funding for 215.00 full-time equivalent positions at a negative net county cost of $9,066,975.

FINAL BUDGET ADJUSTMENTS

No adjustments are required.

The Final Budget provides funding for 215.00 full-time equivalent positions at a negative county cost of $9,066,975.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 215.00 full-time equivalent positions at a negative county cost of $9,066,975.

MAJOR SERVICE AREAS

ACCOUNTING/PAYROLL/AUDIT/TAX ANALYSIS/DISBURSEMENT BUDGET AND GRANT SERVICES

Accounting Services accounts for all County funds, prepares the annual financial report, maintains County property inventory, processes payments to all vendors, claimants and contractors and maintains budgetary control. Central Payroll prepares and issues the County's employee payroll, processes all payroll deductions, administers disability programs, and maintains the County's payroll records. Audit Services performs internal and external audits, including electronic data processing controls. Tax Analysis computes tax rates, applies them to property tax rolls, and processes tax overpayment refunds. Budget and Grants Services develops the County budget, establishes budgetary controls, and provides accounting services for certain grant and joint powers agreement programs.

Goal:

To maintain the accurate and punctual payment of employee salaries and benefits following the implementation of the ALCOLINK HRMS payroll system.

Objectives:

- Develop and refine new work processes to ensure effective operations.
- Provide continued training and support to Auditor's staff as well as the payroll staff in other County departments.
- Maintain support to Human Resource Services staff to continue the seamless transition of the benefits processing function.

Workload Measure:

Payroll	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Payroll Warrants Processed	295,005	250,946	280,000	280,000

Goal:

To continuously improve the County's fiscal accounting systems.

Objectives:

- Develop a team to ensure the successful upgrade of the ALCOLINK Financials system.
- Review and document significant operations of General Accounting and Disbursements.
- Develop and update financial accounting, disbursements and agency policy guidelines.

Workload Measures:

Accounting Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Accounting Journals and Deposit Journals Processed	20,449	20,616	22,000	21,000
# of ALCOLINK Vouchers and ALCOLINK Warrants Processed	477,960	549,245	793,671	825,000

Workload Measures:

Audit Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Total Audit Hours	4,800	6,066	7,100	7,200
Audit Projects Completed	48	75	71	75

CENTRAL COLLECTION SERVICES

Collection Services provides collectors to review referred accounts, screen them for collectability, locate the debtors, and secure payment arrangements. In addition, this staff prepares legal materials to secure judgments in small claims court, locates assets of debtors and proceeds with enforcement of payments of judgments obtained. Accounts eligible for the State tax intercept program are screened and referred for payment of the debt through diversion of tax refund monies from the debtor to the County. Accounting staff insures the proper recording of receivables owed and the payments made. All financial reporting and charge backs to user departments and agencies are the responsibility of this unit. Administrative Support Services provides clerical assistance for the maintenance of files, production of correspondence, input of data and reception personnel.

Goal:

To provide cost effective collection services of outstanding receivables owed to County departments through the use of automation and the realignment of resources.

Objectives:

- Perform an account review to optimize recovery efforts by January 2004.
- Develop alternative payment options to expedite recovery of obligations owed to the County.

Workload Measures:

Central Collections Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Payments Processed	180,341	177,265	180,000	180,000
# of Incoming Cases	80,082	55,800	56,000	56,000
Gross Revenue Collected (millions)	$19.1	$19.3	$18.0	$18.0

COUNTY RECORDER

The Index and Recordable Documents Sections examine documents for acceptability of recording, collect recording fees and transfer taxes, abstract index information from recorded documents, and file subdivision and other maps. The Scanning Section images recorded documents, maintains the scanned image electronic files for public viewing and archival record and assists the public in retrieving images of documents and ordering needed copies. The Vital Statistics/General Business Section acts as the local registrar for marriages, issues certified copies of birth, marriage, death and other recorded documents, and assists the public in record search procedures. It is also responsible for issuing marriage licenses, performing weddings, and filing and registering fictitious business names and certifying notary oaths of office. The Administrative Support unit provides clerical assistance, accounting services, manages mail distribution and processes involuntary liens.

Goal:

To improve computerized systems to help meet significant increased demands for services.

Objectives:

- Upgrade and convert the existing database system.
- Develop programs to improve digital imaging processing times.
- Complete the review of new automated processes.

Workload Performance Measures:

County Clerk-Recorder	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Documents Recorded/Indexed	416,703	562,851	575,000	575,000
Official Copies Provided	103,806	98,252	100,000	100,000

County Clerk-Recorder	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Marriage Licenses/Fictitious Business Names/Notary Oaths Processed	18,660	21,326	18,800	18,800
Passport Applications Accepted	n/a	649	750	800
% of Customers Served in Under 10 Minutes	n/a	48%	60%	65%

Budget Units Included:

10000-140000 Auditor/Controller	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	8,031,453	8,766,848	10,815,190	11,343,139	11,277,434	462,244	(65,705)
S&S	6,796,301	5,314,875	4,299,723	5,430,908	5,264,287	964,564	(166,621)
Other	60,322	79,073	150,000	150,000	150,000	0	0
Fixed Assets	0	8,737	0	0	0	0	0
Intra Fund Transfers	(754,117)	(119,235)	(250,000)	(250,000)	(250,000)	0	0
Net Appropriation	14,133,959	14,050,298	15,014,913	16,674,047	16,441,721	1,426,808	(232,326)
Financing							
Revenue	10,641,460	11,056,400	11,674,000	12,312,816	12,478,888	804,888	166,072
Total Financing	10,641,460	11,056,400	11,674,000	12,312,816	12,478,888	804,888	166,072
Net County Cost	3,492,499	2,993,898	3,340,913	4,361,231	3,962,833	621,920	(398,398)
FTE - Mgmt	NA	NA	40.00	40.00	40.00	0.00	0.00
FTE - Non Mgmt	NA	NA	104.00	99.00	98.00	(6.00)	(1.00)
Total FTE	NA	NA	144.00	139.00	138.00	(6.00)	(1.00)
Authorized - Mgmt	NA	NA	44	44	44	0	0
Authorized - Non Mgmt	NA	NA	109	104	104	(5)	0
Total Authorized	NA	NA	153	148	148	(5)	0

10000-140300 Auditor/Controller Recorder	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	3,136,014	4,033,049	4,704,809	5,599,919	5,467,291	762,482	(132,628)
S&S	3,830,640	3,488,809	2,285,392	2,417,288	2,207,401	(77,991)	(209,887)
Fixed Assets	29,260	84,607	0	0	0	0	0
Intra Fund Transfers	(180)	(236)	0	0	0	0	0
Other Financing Uses	176,865	19,540	0	0	0	0	0
Net Appropriation	7,172,599	7,625,769	6,990,201	8,017,207	7,674,692	684,491	(342,515)
Financing							
Revenue	14,819,584	17,459,447	16,901,500	20,704,500	20,704,500	3,803,000	0
Total Financing	14,819,584	17,459,447	16,901,500	20,704,500	20,704,500	3,803,000	0
Net County Cost	(7,646,985)	(9,833,678)	(9,911,299)	(12,687,293)	(13,029,808)	(3,118,509)	(342,515)
FTE - Mgmt	NA	NA	12.00	16.00	15.00	3.00	(1.00)
FTE - Non Mgmt	NA	NA	61.00	63.00	62.00	1.00	(1.00)
Total FTE	NA	NA	73.00	79.00	77.00	4.00	(2.00)
Authorized - Mgmt	NA	NA	12	16	16	4	0
Authorized - Non Mgmt	NA	NA	61	63	63	2	0
Total Authorized	NA	NA	73	79	79	6	0

BOARD OF SUPERVISORS

President, Gail Steele, Supervisor, District 2
Vice President, Keith Carson, Supervisor, District 5
Scott Haggerty, Supervisor, District 1
Alice Lai-Bitker, Supervisor, District 3
Nate Miley, Supervisor, District 4

Financial Summary

Board of Supervisors	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	4,641,887	4,989,000	(229,950)	140,645	4,899,695	257,808	5.6%
Net	4,641,887	4,989,000	(229,950)	140,645	4,899,695	257,808	5.6%
FTE - Mgmt	30.00	30.00	0.00	0.00	30.00	0.00	0.0%
FTE - Non Mgmt	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Total FTE	30.00	30.00	0.00	0.00	30.00	0.00	0.0%

MISSION STATEMENT

To serve the needs of the community and to enhance the quality of life through the dedication, excellence, and diversity of its employees.

COUNTY CREDO

- Service is built on commitment, responsibility, and accountability.
- Excellence in performance requires courage and a willingness to take risks.
- Good management is professional, efficient, and fiscally responsible.
- People should be treated with respect, dignity, and fairness.
- Opportunity for its work force is fostered by affirmative action and based on merit.
- Common good is achieved by open communication, teamwork, and the involvement of diverse community voices.
- Independence for those in need is developed by programs which foster self-sufficiency.
- Integrity and honesty enable mutual trust.

PROGRAM DESCRIPTION

The Board of Supervisors is the governing body of Alameda County and also serves as the governing board of the Flood Control and Water Conservation District, Alameda County Fire Department, and a number of other public entities. As representatives of the Board, members serve on policy boards of regional and district organizations.

Roles and Responsibilities:

The Board of Supervisors sets policy for County government subject to a variety of changing demands and expectations. Each Board member shares a responsibility to represent the County as a whole, while representing a specific district from which he or she is elected.

Fiscal Responsibilities:

Each Board member is responsible for helping to develop, adopt, and oversee the County budget, balancing expenses against revenues, and reflecting mandated obligations, as well as locally-identified priorities. As a primary management tool, the budget serves as a reflection of values and is subject to adjustment as conditions warrant and collective policy decisions dictate.

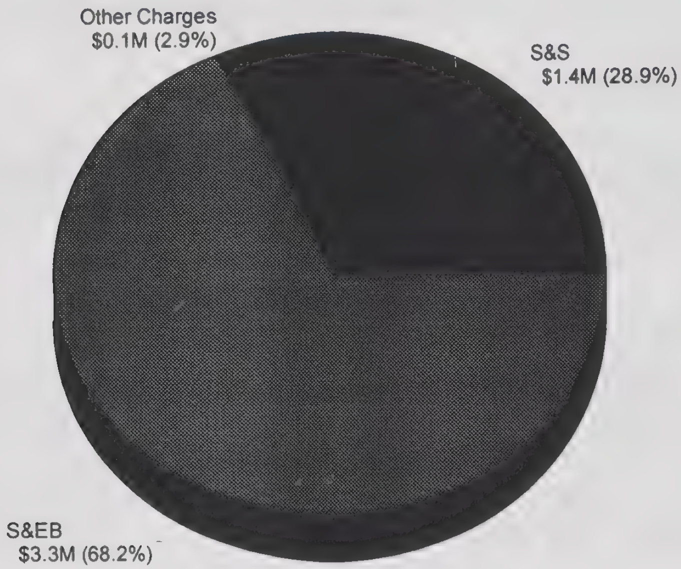
Management Responsibilities:

A fundamental responsibility of each Supervisor is participation in the development and, from time to time, modification of policy. While a myriad of factors and forces influence the legislative process, key resources for advice and counsel are available from the County agency/department heads who possess professional knowledge and procedural skill in selecting policy options. An extension of this key function is the oversight of County operations to assure that policy, once adopted, is fully and appropriately carried out by the department heads working with the County Administrator. By working with department heads, both those elected and appointed, the Supervisors can assure themselves and their constituents that policy intent is fulfilled.

Community:

The needs and interests of constituents represent a significant area of responsibility for a Board member. Being available and responsive are high priorities for all Supervisors and consistent with the tradition of good government in Alameda County.

Total Appropriation by Major Object



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 30.00 full-time equivalent positions at a net county cost of $4,989,000. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $347,113.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**4,641,887**	**0**	**4,641,887**	**30.00**
Salary & Benefit COLA increase	113,367	0	113,367	0.00
Retirement contribution increase	110,004	0	110,004	0.00
Internal Service Fund adjustments	48,477	0	48,477	0.00
Technical/operating adjustments	75,265	0	75,265	0.00
Subtotal MOE Changes	**347,113**	**0**	**347,113**	**0.00**
2003-04 MOE Budget	**4,989,000**	**0**	**4,989,000**	**30.00**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**4,989,000**	**0**	**4,989,000**	**30.00**
Reduce Salaries & Benefits	(53,000)	0	(53,000)	0.00
Reduce Discretionary Services & Supplies	(169,000)	0	(169,000)	0.00
Reduce ISF charges based on GSA reductions	(4,585)	0	(4,585)	0.00
Reduce ISF charges based on ITD reductions	(184)	0	(184)	0.00
Reduce Risk Management and Workers Compensation charges	(3,181)	0	(3,181)	0.00
Subtotal VBB Changes	**(229,950)**	**0**	**(229,950)**	**0.00**
2003-04 Proposed Budget	**4,759,050**	**0**	**4,759,050**	**30.00**

- Use of Fiscal Management Reward Program savings of $378,000.

Service Impacts

- Reducing Salaries and Benefits results in continuation of the increased workload for existing staff.
- Reducing Discretionary Services and Supplies results in postponement of planned operational purchases and activities, including equipment.

The Proposed Budget includes funding for 30.00 full-time equivalent positions at a net county cost of $4,759,050.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Board of Supervisors budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**4,759,050**	**0**	**4,759,050**	**30.00**
Allocation of Public Benefit funds	140,645	0	140,645	0.00
Subtotal Board/Final Changes	**140,645**	**0**	**140,645**	**0.00**
2003-04 Approved Budget	**4,899,695**	**0**	**4,899,695**	**30.00**

The Final Budget provides funding for 30.00 full-time equivalent positions at a net county cost of $4,899,695.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 30.00 full-time equivalent positions at a net county cost of $4,899,695.

Budget Units Included:

10000-100000 Board of Supervisors	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	2,038,380	2,509,240	3,171,344	3,394,715	3,340,927	169,583	(53,788)
S&S	974,191	813,697	1,359,603	1,594,285	1,418,123	58,520	(176,162)
Other	10,786	97,628	110,940	0	140,645	29,705	140,645
Other Financing Uses	142,000	0	0	0	0	0	0
Net Appropriation	3,165,357	3,420,565	4,641,887	4,989,000	4,899,695	257,808	(89,305)
Financing							
Revenue	7,774	3,992	0	0	0	0	0
Total Financing	7,774	3,992	0	0	0	0	0
Net County Cost	3,157,583	3,416,573	4,641,887	4,989,000	4,899,695	257,808	(89,305)
FTE - Mgmt	NA	NA	30.00	30.00	30.00	0.00	0.00
FTE - Non Mgmt	NA	NA	0.00	0.00	0.00	0.00	0.00
Total FTE	NA	NA	30.00	30.00	30.00	0.00	0.00
Authorized - Mgmt	NA	NA	31	43	43	12	0
Authorized - Non Mgmt	NA	NA	0	0	0	0	0
Total Authorized	NA	NA	31	43	43	12	0

COMMUNITY DEVELOPMENT AGENCY

James Sorensen
Director

Financial Summary

Community Development Agency	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	63,650,412	69,784,787	(300,689)	0	69,484,098	5,833,686	9.2%
AFB	0	502,971	0	0	502,971	502,971	0.0%
Revenue	58,875,410	63,629,539	0	0	63,629,539	4,754,129	8.1%
Net	4,775,002	5,652,277	(300,689)	0	5,351,588	576,586	12.1%
FTE - Mgmt	58.29	62.25	0.00	0.00	62.25	3.96	6.8%
FTE - Non Mgmt	121.85	127.54	(2.16)	(0.00)	125.38	3.53	2.9%
Total FTE	180.14	189.79	(2.16)	(0.00)	187.63	7.49	4.2%

MISSION STATEMENT

To enhance the County's living, working, business and agricultural environment and plan for the future well being of the County's diverse communities; and to balance the physical, economic, and social needs of County residents through land use planning, environmental management, neighborhood improvement, community development, and enforcement of State agricultural and weights and measures laws.

MANDATED SERVICES

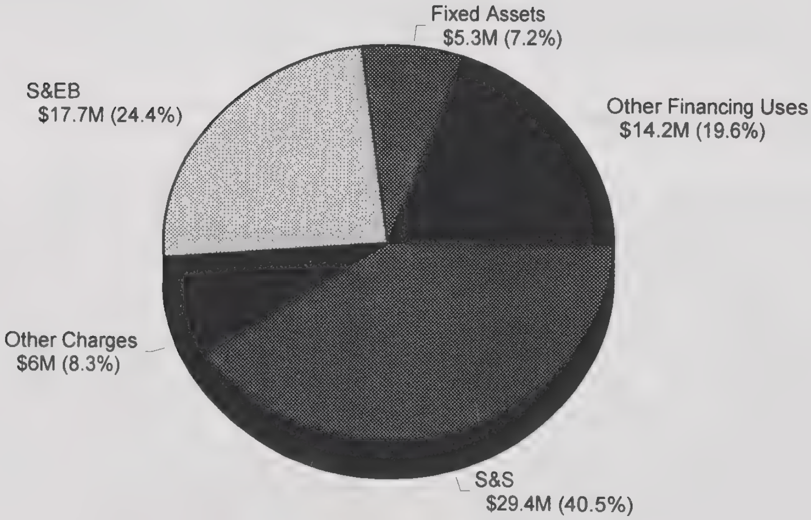
Provide staff support to the Board of Supervisors, the Planning Commission and the Lead Poisoning Prevention Program Joint Power Authority. Administer the Surplus Property Authority and the Redevelopment Agency. Prepare, update, and implement the County's General Plan, and administer and update the County's zoning, subdivision, and surface mining ordinances. Conduct environmental, design, and policy review of proposed development projects. Issue and enforce required land use permits and monitor required environmental mitigation measures. Enforce Food and Agriculture Codes; pesticide use enforcement; pest exclusion; pest detection; fruit, vegetable, and egg quality control; nursery and seed inspection; vertebrate and weed pest control; and crop statistics. Verify the accuracy of commercial weighing and measuring devices used in the County. Provide financing, project administration and construction management for housing and neighborhood development programs as mandated by State or federal funding source. Provide case management and environmental investigation of lead poisoned children as mandated by State or federal funding sources. Provide grants and no-interest loans for clean up of lead hazards to landlords and homeowners as mandated by State or federal funding source. Manage the County's demographic and census program.

DISCRETIONARY SERVICES

Discretionary programs with General Fund support include community preservation; support to the Castro Valley Municipal Advisory Council; enforcement of the Neighborhood Preservation Ordinance, Abandoned Vehicle Abatement, and other ordinances; implementation of Redevelopment Plan programs; and the protection of County interests in regional transportation and land use planning efforts.

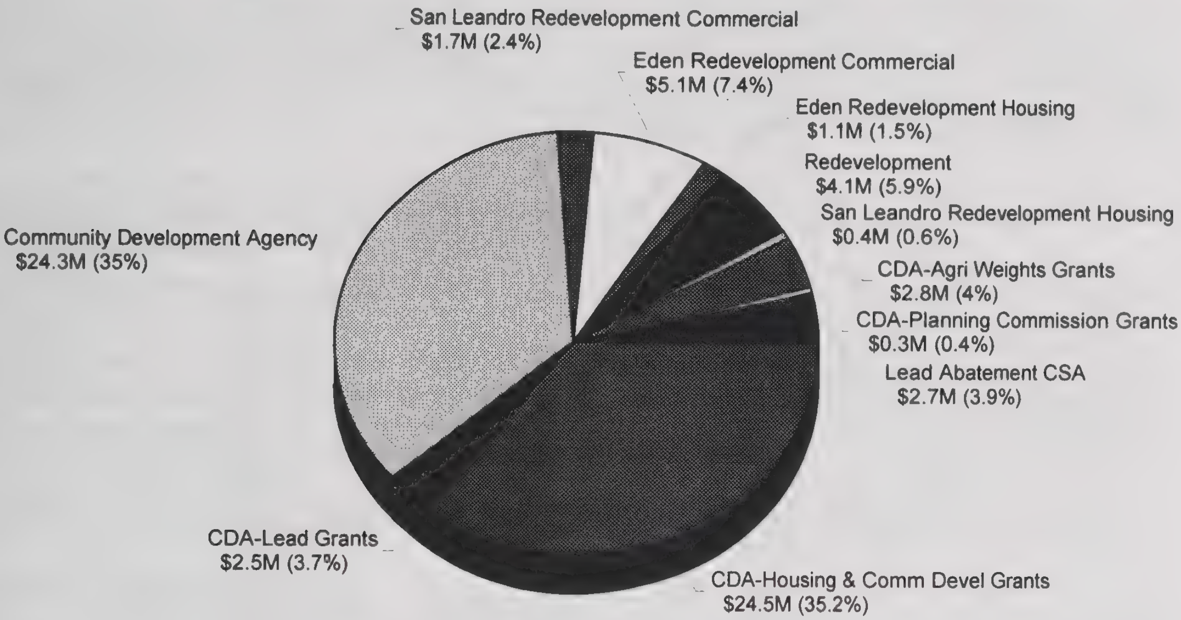
The Agency provides staff support to numerous County commissions including the Local Agency Formation Commission, the Housing and Community Development Citizens Advisory Committee, the Alameda County Redevelopment Citizens Advisory Committees, the Airport Land Use Commission, the Congestion Management Agency, and the Abandoned Vehicle Abatement Authority. In addition, Agency personnel participate on a variety of State, regional, countywide, and local boards, committees, and task forces in areas related to the Agency's responsibilities and staff expertise. The Agency provides the Economic Development Alliance for Business, other departments, and the public with economic and demographic data.

Total Appropriation by Major Object

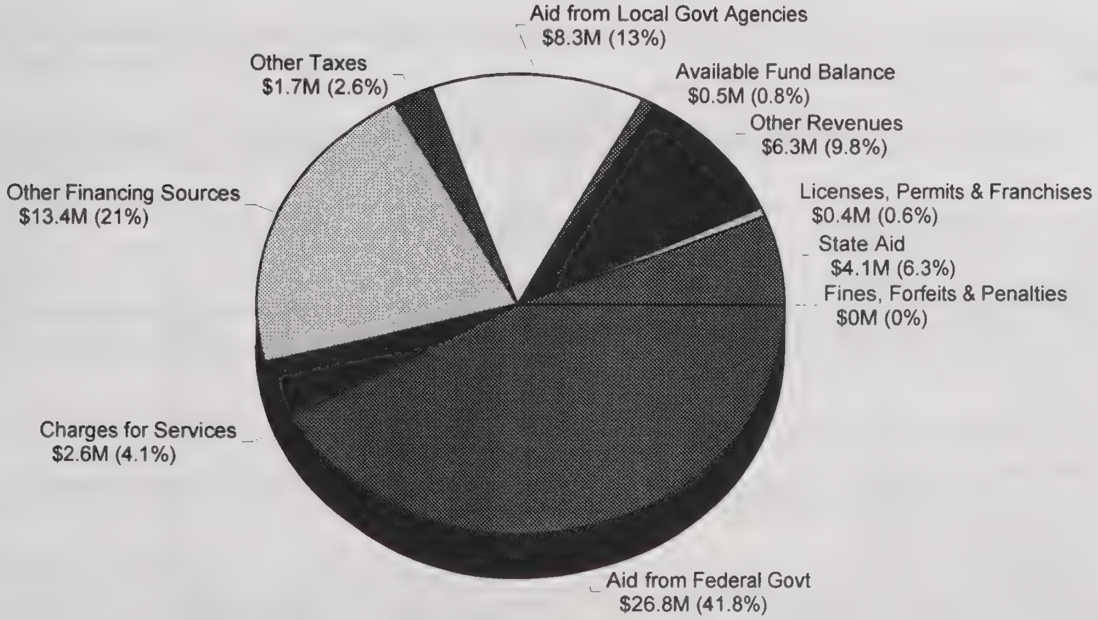


Intra Fund Transfers $-3M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 189.79 full-time equivalent positions at a net county cost of $5,652,277. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $877,275 and 9.66 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**63,650,412**	**58,875,410**	**4,775,002**	**180.13**
Salary & Benefit COLA increase	476,319	296,938	179,381	0.00
Retirement contribution increase	884,217	583,412	300,805	0.00
Reclassification/transfer of positions	0	0	0	0.42
Mid-year Board approved adjustments	811,176	811,176	0	9.24
Internal Service Fund adjustments	165,858	133,695	32,163	0.00
Planning & Code Enforcement	449,011	159,085	289,926	0.00
Technical changes in Redevelopment accounting	8,295,641	8,295,641	0	0.00
Housing projects	(5,075,087)	(5,075,087)	0	0.00
Winter Shelter & other homeless projects	34,345	(40,655)	75,000	0.00
Agricultural programs	92,895	92,895	0	0.00
Subtotal MOE Changes	**6,134,375**	**5,257,100**	**877,275**	**9.66**
2003-04 MOE Budget	**69,784,787**	**64,132,510**	**5,652,277**	**189.79**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**69,784,787**	**64,132,510**	**5,652,277**	**189.79**
Reduce vacant positions	(106,684)	0	(106,684)	(2.16)
Delay planning studies	(130,000)	0	(130,000)	0.00
Reduce Discretionary Services & Supplies	(38,316)	0	(38,316)	0.00
Reduce ISF charges based on GSA reductions	(10,615)	0	(10,615)	0.00
Reduce ISF charges based on ITD reductions	(604)	0	(604)	0.00
Reduce Risk Management and Workers Compensation charges	(14,470)	0	(14,470)	0.00
Subtotal VBB Changes	**(300,689)**	**0**	**(300,689)**	**(2.16)**
2003-04 Proposed Budget	**69,484,098**	**64,132,510**	**5,351,588**	**187.63**

- Use of Fiscal Management Reward Program savings of $790,587.

Service Impacts

Values-Based Budgeting adjustments for the Community Development Agency will delay or eliminate the hiring of administrative support for the Weights and Measures and Planning Departments while the Agency evaluates anticipated changes in State funding. The Agency will use a staged approach towards the Castro Valley Plan Update and will delay the start of that effort until later in the fiscal year. Also delayed will be the development of site and mitigation policies for day care facilities, child care facilities, convalescent hospitals, rehabilitation centers and other similar uses in the unincorporated County. The resulting impact will make it more difficult to address community concerns arising in relation to these issues and hindering the siting of these facilities.

The Proposed Budget includes funding for 187.63 full-time equivalent positions at a net county cost of $5,351,588.

FINAL BUDGET ADJUSTMENTS

No adjustments are required.

The Final Budget provides funding for 187.63 full-time equivalent positions at a net county cost of $5,351,588.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 187.63 full-time equivalent positions at a net county cost of $5,351,588.

MAJOR SERVICE AREAS

PLANNING DEPARTMENT

Provide planning, environmental services, development services, and infrastructure improvements for unincorporated communities.

Goal:

To improve the environment and livability of unincorporated neighborhoods.

Objectives:

- Complete a new version of the Eden Area Plan as part of a comprehensive review of the County General Plan to bring it into conformance with State law.

- Initiate review of the Castro Valley Area Plan and the Castro Valley Central Business District Specific Plan, as part of the ongoing update of the General Plan.
- Complete preparation of new Design Guidelines for development in urban unincorporated areas. These guidelines will establish stronger design controls through means such as performance standards, architectural review, and landscaping requirements.
- Initiate a review of billboards in the unincorporated areas of Alameda County; including the abatement and/or legalization of unauthorized placement of billboards.
- Complete an Airport Land Use Policy Plan update, and revise the Project Referral fee structure.
- Respond to citizen complaints regarding code violations and blighted conditions in residential neighborhoods and commercial areas.
- Continue to implement a program to coordinate code enforcement efforts between Zoning Enforcement, Public Works, Environmental Health, Fire and the Sheriff's Departments.
- Continue to monitor surface mining permits and approve appropriate surface mining applications to ensure that mining operations conform to current State and County environmental and other requirements.
- Continue to manage permitting and environmental review for solid waste disposal and management facilities, including sanitary landfills, green waste composting facilities, material recycling facilities, and transfer stations.
- Initiate a comprehensive revision of the County Zoning Ordinance in order to bring it up to date and make it more understandable and user-friendly.

Performance Measures:

Planning Department	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Environmental Reviews Completed in Conformance with State Planning and Land Use Law	20	21	20	23
# of Surface Mining Permits Monitored	12	12	11	13
# of Conditional Use Permits for Solid Waste Facilities Monitored	2	3	4	3
% of Revision to the County Zoning Ordinance Completed	n/a	n/a	85%	100%

Planning Department	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measures				
Complete Specific Plans, Community Plans, or Area Studies	4	5	4	5
# of Zoning Enforcement Complaints/Actions Resolved	1,150	1,575	1,500	1,600
# of complaints Received and Responded to for Code Violations and Blighted Conditions	n/a	1,563	1,600	1,600
Effectiveness Measures				
% of Code or Blight Related Complaints Resolved	n/a	82%	92%	95%

LEAD POISONING PREVENTION DEPARTMENT

The Lead Poisoning Program works with local and statewide organizations to educate the community about the dangers of lead poisoning. With an approach combining health, environmental and residential hazard reduction services, the department maintains a leadership role in statewide, interagency and community collaborations. Its mission is to prevent and reduce the incidence of childhood lead poisoning by:

- Educating the public to the dangers of lead poisoning.
- Providing case management services to lead poisoned children.
- Identifying, reducing and remediating lead hazards.
- Assisting local housing departments in remediating lead hazards.
- Assisting the medical community in identifying and effectively treating lead poisoned children.

Goal:

To prevent childhood lead poisoning and other health related environmental problems.

Objectives:

- Provide property owners within the four County Service Area (CSA) cities with environmental lead evaluation site visits and consultations.
- Provide comprehensive Public Health Nurse Case Management Service to children with elevated blood vessels.
- Provide a home-based environmental intervention and education program to address asthma triggers and safety issues in a home environment.
- Remediate at-risk homes in partnership with local Housing Authorities and city housing departments to integrate lead hazard control with existing housing repair programs.

- Continue economic development activities directed at expanding the base of the lead hazard reduction market, while reducing the cost of lead hazard remediation.

Performance Measures:

Lead Poisoning Prevention Department	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Health Providers Contacts	113	390	65	65
Review Blood Lead Screening Reports	8,223	8,916	7,800	8,000
Efficiency Measures				
Managed Cases of Lead Poisoned Children	322	281	300	250
Distribute Lead Paint Safe Starter Kits	3,554	2,127	2,000	2,000
Conduct Safe Home Renovation Classes	23	18	20	20
Provide Certified Lead Construction Training to Contractors, etc	125	103	10*	10*
Information Line Assistance	1,221	474	1,000	1,000
Risk Assessment/Consultations	357	745	500	500
Hazard Reduction Projects (In Units) HUD IX	n/a	n/a	10	20
Hazard Reduction Projects (In Units) HUD X	n/a	n/a	n/a	70
Hazard Reduction Projects (In Units) HUD III/V	152	n/a	n/a	n/a
Effectiveness Measures				
% of Public Health Nurses who Met Workshop Learning Objectives	n/a	n/a	75%	80%
% of Contractors who Met Certified Lead Construction Training Workshop Learning Objectives	n/a	n/a	70%	75%
% of Lead Construction Trainees Passing the Lead Related Training	83%	88%	100%	100%

* Change in measure from number of participants to number of classes.

HOUSING AND COMMUNITY DEVELOPMENT

Expand and preserve affordable housing opportunities for low and moderate-income residents and persons with special needs, including homeless populations.

Goal:

To provide safe and affordable housing to Alameda County residents and shelter to the homeless.

Objectives:

- Expand the number of affordable housing units available to low and moderate-income residents.

- Provide rental assistance to people with AIDS countywide to allow them to remain in their housing, through a renewed HUD-funded Special Projects of National Significance grant.

- Provide health and safety repairs to low-income homeowners in the Urban County through a minor home repair and housing rehabilitation program.

- With Housing Opportunities for People with AIDS (HOPWA) funds, support housing information and referral to people with AIDS and related disorders.

- Develop housing with Redevelopment Tax Increment funding. Priorities include new construction of mixed-use projects, single-family and rental housing rehabilitation, first-time homebuyer programs, and senior housing.

- Through contracts with non-profit housing counseling agencies, provide mediation services, investigate complaints of housing discrimination and provide public education about fair housing.

Performance Measures:

Housing and Community Development	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Inspections Conducted Annually to Identify Health and Safety Violations in Homes	493	378	360	360
# of People Receiving Housing Information and Referral Through a Contract with Eden Information and Referral	700	650	650	650
# of Affordable Housing Units Developed	419	441	200	300
Rental Assistance (Units) for Persons with AIDS	650	650	220	220
Health and Safety Repairs (Homes) Provided to Lower Income Homeowners	493	378	360	360
Rental Assistance Provided (Units) to Homeless Families/Persons	650	757	757	757
HOPWA Funded Housing Information and Referral to People with AIDS	700+	650+	600+	650+
# of First-Time Homebuyers whose Applications were Approved for a Mortgage Credit Certificate	100	200	200	200
# of Housing Units Developed in the Redevelopment Project Areas	81	9	0	100
Housing Counseling Services Provided or Investigations of Fair Housing Complaints Completed	1,905	1,585	1,600	1,600
Efficiency Measures				
Construct Sidewalks on Mateo and Marcella Streets in Ashland	n/a	3 Blocks	n/a	n/a

Housing and Community Development	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effectiveness Measures				
% of Homes Repaired to Meet Local Housing Code	100%	100%	100%	100%
% of Units Developed that are Affordable to Low-Moderate Income Households	100%	66%	n/a	80%
% of Fair Housing Complaints Resolved Either by Mediation or Litigation	n/a	25%	30%	30%

AGRICULTURE/WEIGHTS AND MEASURES

Monitor and enforce State and local laws and policies in the areas of land use, waste disposal facilities, surface mining, exotic pests and plant materials, pesticides, fruits and vegetables, eggs and weighing and measuring devices in Alameda County.

Goal:

To enforce mandated rules, laws and regulations.

Objectives:

- Continue to inspect and insure prevention or control of Glassy-winged Sharpshooter and other pests throughout the County. Monitoring includes the placement of insect traps in residential areas and nurseries, shipments of plant material, vineyards, and landscaping.
- Continue to insure equity in the marketplace by inspecting weighing and measuring devices for accuracy, and by testing the accuracy of the weight of pre-packaged items offered for sale.
- Continue to enforce State, federal, and locally mandated programs of pesticide use enforcement, pest detection, pest exclusion, nursery and seed inspection, fruit, vegetable, and honey and egg quality control.

Performance Measures:

Agriculture/Weights and Measures	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure				
Insect Traps Established and Monitored in Efforts to Catch Glassy-Winged Sharpshooter and Other Pests	76,962	110,956	80,000	110,000
Inspections of Commercial Weighing and Measuring Devices	19,946	18,828	17,620	19,380
Effectiveness Measure				
Insect Traps Services in Compliance with the State Standard	34,592 89%	26,838 95%	35,674 100%	36,394 100%

SURPLUS PROPERTY AUTHORITY

Promote proper property development and job creating opportunities that will enhance unincorporated communities and contribute to the financial stability of the County.

Goal:

To promote economic development in Alameda County communities and for Alameda County residents.

Objectives:

- Continue entitlement process and disposition of County surplus properties in Dublin and Staples Ranch in Pleasanton.
- Complete construction of the Agricultural Resource Center providing local office and meeting space for various agricultural services in the Livermore-Amador Valley.

Performance Measures:

Surplus Property Authority	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Property Entitlement Processed for County Surplus Property in Dublin	2	2	1	3
Surplus Property (Sites) at Staples Ranch in Pleasanton	6	0	3	0
Complete Construction of the Agricultural Center	n/a	85%	100%	n/a
Effectiveness Measures				
Surplus Property Sites Sold in Dublin	n/a	2	2	2

REDEVELOPMENT

To improve the environment and livability of unincorporated neighborhoods.

Goal:

To improve the provision of mandated services.

Objectives:

- Continue construction of the first phase of improvements on East 14th Street; including the undergrounding of all utility lines and the construction of a planted median, widened sidewalks, and new street lighting.
- Initiate design of utility undergrounding for Phases II and III of the East 14th Street/Mission Boulevard improvement project.

- Initiate construction of the Ashland/Bayfair Transit Center projects; including the construction of sidewalk, lighting, landscaping and a pedestrian bridge between East 14th, the Bayfair BART station, and the Bayfair Mall.
- Design sidewalk construction for selected streets in Cherryland.
- Continue to provide architectural design grants and low-interest loans for commercial façade improvements.
- Continue to offer free graffiti abatement services within the County's Redevelopment Project Areas.
- Identify and acquire key development sites in Redevelopment Project Areas through negotiated purchases.
- Assist existing and new businesses in expanding or locating in the unincorporated county.

Performance Measures:

Redevelopment	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Design Sidewalks in Cherryland	n/a	n/a	100%	Start Construction
Complete Design Work on the Ashland/Bayfair Transit Center	n/a	n/a	100%	Initiate Construction
Streetscape Improvements in Phase I of the E. 14th Street Improvement Project	n/a	n/a	1 Block	4 Blocks
Architectural Design Grants Provided to Businesses	10	4	14	15
Commercial Property Improvement Program Loans Provided	4	0	8	15
Graffiti Abatements	65	549	550	550
Negotiate a Development and Disposition Agreement With a Developer for San Lorenzo Village	n/a	n/a	80%	100%
Provided Financial Assistance for the Castro Valley Library	n/a	20%	80%	100%
Identify and Acquire Key Development Sites in Redevelopment Areas	n/a	0	3 Acres	3 Acres
Effectiveness Measures				
% of Utilities Under Grounded in Phase I of the E. 14th Street Improvement Project	n/a	n/a	90%	100%

Budget Units Included:

10000-260000 Community Development Agency	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	8,628,381	8,374,248	10,883,238	12,247,486	12,134,449	1,251,211	(113,037)
S&S	4,779,355	6,896,415	9,289,111	9,989,663	9,802,011	512,900	(187,652)
Other	634,987	37,437	5,021,634	2,615,230	2,615,230	(2,406,404)	0
Fixed Assets	30,334	5,953	45,000	1,386,159	1,386,159	1,341,159	0
Intra Fund Transfers	(2,914,953)	(83,384)	0	(3,045,117)	(3,045,117)	(3,045,117)	0
Other Financing Uses	63,315	38,400	101,480	1,416,812	1,416,812	1,315,332	0
Net Appropriation	11,221,419	15,269,069	25,340,463	24,610,233	24,309,544	(1,030,919)	(300,689)
Financing							
Revenue	11,098,028	11,675,631	20,565,461	18,957,956	18,957,956	(1,607,505)	0
Total Financing	11,098,028	11,675,631	20,565,461	18,957,956	18,957,956	(1,607,505)	0
Net County Cost	123,391	3,593,438	4,775,002	5,652,277	5,351,588	576,586	(300,689)
FTE - Mgmt	NA	NA	49.12	52.08	52.08	2.96	0.00
FTE - Non Mgmt	NA	NA	65.84	64.75	62.59	(3.25)	(2.16)
Total FTE	NA	NA	114.96	116.83	114.67	(0.29)	(2.16)
Authorized - Mgmt	NA	NA	49	52	52	3	0
Authorized - Non Mgmt	NA	NA	78	77	77	(1)	0
Total Authorized	NA	NA	127	129	129	2	0

22402-260150 CDA-Agri Weights Grants	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	1,586,736	1,520,736	1,767,040	2,022,076	2,021,668	254,628	(408)
S&S	321,299	192,752	495,322	483,282	483,690	(11,632)	408
Other Financing Uses	0	0	0	269,662	269,662	269,662	0
Net Appropriation	1,908,035	1,713,488	2,262,362	2,775,020	2,775,020	512,658	0
Financing							
Revenue	1,591,921	1,925,263	2,262,362	2,775,020	2,775,020	512,658	0
Total Financing	1,591,921	1,925,263	2,262,362	2,775,020	2,775,020	512,658	0
Net County Cost	316,114	(211,775)	0	0	0	0	0
FTE - Mgmt	NA	NA	2.00	2.00	2.00	0.00	0.00
FTE - Non Mgmt	NA	NA	27.42	29.87	29.87	2.45	0.00
Total FTE	NA	NA	29.42	31.87	31.87	2.45	0.00
Authorized - Mgmt	NA	NA	2	2	2	0	0
Authorized - Non Mgmt	NA	NA	32	35	35	3	0
Total Authorized	NA	NA	34	37	37	3	0

22402-260250 **CDA-Lead Grants**	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	780,330	269,252	565,444	741,138	741,010	175,566	(128)
S&S	169,329	466,792	483,983	426,538	426,666	(57,317)	128
Other	25,930	192,807	250,000	658,230	658,230	408,230	0
Other Financing Uses	0	0	0	715,209	715,209	715,209	0
Net Appropriation	975,589	928,851	1,299,427	2,541,115	2,541,115	1,241,688	0
Financing							
Revenue	327,214	1,082,544	1,299,427	2,541,115	2,541,115	1,241,688	0
Total Financing	327,214	1,082,544	1,299,427	2,541,115	2,541,115	1,241,688	0
Net County Cost	648,375	(153,693)	0	0	0	0	0
FTE - Mgmt	NA	NA	0.00	0.00	0.00	0.00	0.00
FTE - Non Mgmt	NA	NA	7.58	9.08	9.08	1.50	0.00
Total FTE	NA	NA	7.58	9.08	9.08	1.50	0.00
Authorized - Mgmt	NA	NA	0	0	0	0	0
Authorized - Non Mgmt	NA	NA	10	10	10	0	0
Total Authorized	NA	NA	10	10	10	0	0

22402-260300 **CDA-Housing & Comm Devel Grants**	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	1,766,877	1,006,275	1,105,772	1,230,141	1,229,890	124,118	(251)
S&S	9,408,384	12,175,830	23,042,694	17,194,344	17,194,595	(5,848,099)	251
Other	2,183,496	1,567,418	2,477,326	2,692,205	2,692,205	214,879	0
Fixed Assets	0	0	10,000	0	0	(10,000)	0
Intra Fund Transfers	(761,593)	0	0	0	0	0	0
Other Financing Uses	0	0	2,427,898	3,366,382	3,366,382	938,484	0
Net Appropriation	12,597,164	14,749,523	29,063,690	24,483,072	24,483,072	(4,580,618)	0
Financing							
Revenue	12,122,609	14,716,220	29,063,690	24,483,072	24,483,072	(4,580,618)	0
Total Financing	12,122,609	14,716,220	29,063,690	24,483,072	24,483,072	(4,580,618)	0
Net County Cost	474,555	33,303	0	0	0	0	0
FTE - Mgmt	NA	NA	2.67	2.67	2.67	0.00	0.00
FTE - Non Mgmt	NA	NA	9.00	9.33	9.33	0.33	0.00
Total FTE	NA	NA	11.67	12.00	12.00	0.33	0.00
Authorized - Mgmt	NA	NA	3	3	3	0	0
Authorized - Non Mgmt	NA	NA	11	11	11	0	0
Total Authorized	NA	NA	14	14	14	0	0

22402-260450 **CDA-Planning Commission Grants**	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	0	0	300,894	312,303	312,303	11,409	0
Net Appropriation	0	0	300,894	312,303	312,303	11,409	0
Financing							
Revenue	0	0	300,894	312,303	312,303	11,409	0
Total Financing	0	0	300,894	312,303	312,303	11,409	0
Net County Cost	0	0	0	0	0	0	0

22402-260800 Redevelopment	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	88,526	0	0	0	0	0	0
S&S	0	116,224	33,200	217,784	217,784	184,584	0
Other	0	0	3,140,000	0	0	(3,140,000)	0
Fixed Assets	0	0	0	3,865,532	3,865,532	3,865,532	0
Intra Fund Transfers	(88,486)	0	0	0	0	0	0
Other Financing Uses	0	1,584,512	0	8,295,641	8,295,641	8,295,641	0
Net Appropriation	40	1,700,736	3,173,200	12,378,957	12,378,957	9,205,757	0
Financing							
Revenue	0	6,759,377	3,173,200	12,378,957	12,378,957	9,205,757	0
Total Financing	0	6,759,377	3,173,200	12,378,957	12,378,957	9,205,757	0
Net County Cost	40	(5,058,641)	0	0	0	0	0

COUNTY ADMINISTRATOR

Susan S. Muranishi
County Administrator

Financial Summary

County Administrator's Office	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	13,236,908	14,562,839	(1,645,996)	0	12,916,843	(320,065)	-2.4%
Revenue	2,997,910	3,168,818	82,258	0	3,251,076	253,166	8.4%
Net	10,238,998	11,394,021	(1,728,254)	0	9,665,767	(573,231)	-5.6%
FTE - Mgmt	38.58	39.58	(1.58)	0.00	38.00	(0.58)	-1.5%
FTE - Non Mgmt	10.99	9.99	(1.28)	0.00	8.71	(2.28)	-20.7%
Total FTE	49.57	49.57	(2.86)	0.00	46.71	(2.86)	-5.8%

County Administrator's Office – Risk & Dental ISFs	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	49,234,188	52,699,141	(1,900,000)	(2,201,387)	48,597,754	(636,434)	-1.3%
Revenue	49,234,188	52,699,141	(1,900,000)	(2,201,387)	48,597,754	(636,434)	-1.3%
Net	0	0	0	0	0	0	0.0%
FTE - Mgmt	9.00	10.00	0.00	1.00	11.00	2.00	22.2%
FTE - Non Mgmt	3.00	3.00	0.00	0.00	3.00	0.00	0.0%
Total FTE	12.00	13.00	0.00	1.00	14.00	2.00	16.7%

MISSION STATEMENT

To provide professional, innovative, and proactive leadership to the Board of Supervisors, agency/department heads, and the public through responsible fiscal and administrative policy development and program oversight.

MANDATED SERVICES

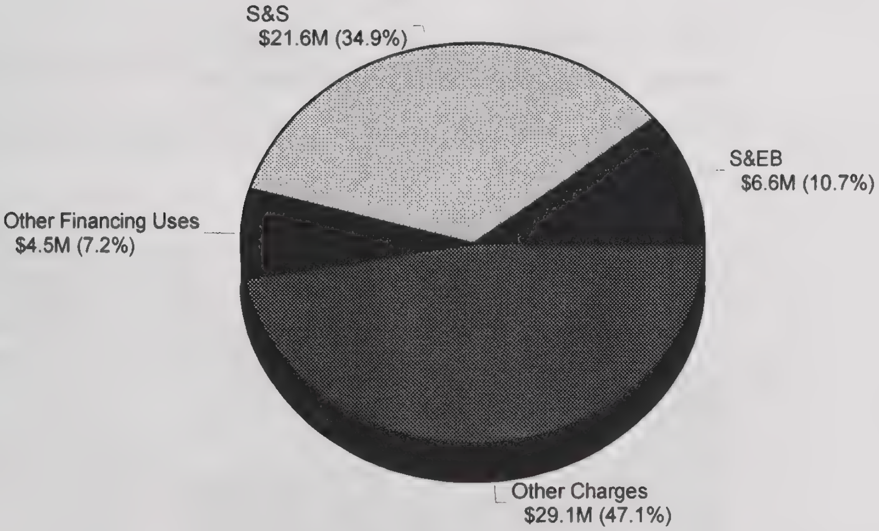
The County Administrator's Office provides a number of mandated services including administering American's with Disabilities Act programs. The level of mandated services provided by the Clerk of the Board of Supervisors is determined either by specific statutes, ordinances, policies, or the Board of Supervisors and includes, but is not limited to, attending all Board of Supervisors, Assessment Appeals Board, and Assessment Hearing Officer meetings; codifying the Ordinance Code, County Charter, and Administrative Code; receiving and filing claims, lawsuits, and various petitions; processing property tax administration matters; setting for hearing and processing of planning and other types of appeals; and providing access of information to the Board members, County departments, news media, and the general public regarding the actions and hearings of the Board of Supervisors, Assessment Appeals Board, and Assessment Hearing Officer.

DISCRETIONARY SERVICES

Discretionary services include providing policy recommendations to the Board, preparing annual countywide budget recommendations, monitoring and reviewing all budgetary expenditures and revenues, initiating studies to improve the efficiency and effectiveness of County programs, and administering the County's Risk Management, Capital Projects, Asset Conversion, Debt Financing, Economic Development, Legislation/Grants, Public Information, Diversity Programs, and Cable Television Franchise Authority for the unincorporated areas. Formerly a mandated County function, Local Agency Formation Commission (LAFCo) services are now contracted with the County.

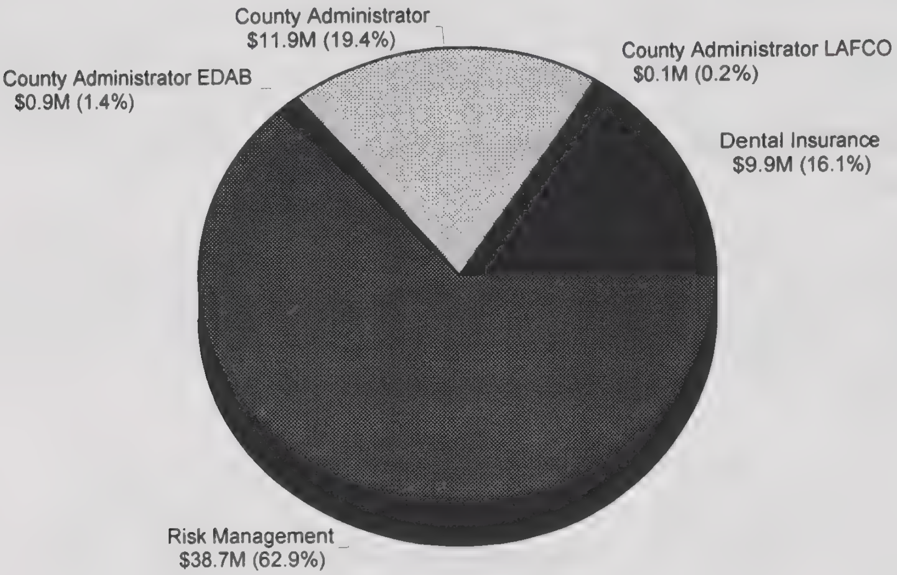
This budget also provides funding for Board-approved countywide programs and services which are considered essential to operations, efficiency and/or the protection of the County, including outside legal services, State and federal legislative advocacy, performance audit program, information systems development, dues/memberships, and special studies.

Total Appropriation by Major Object

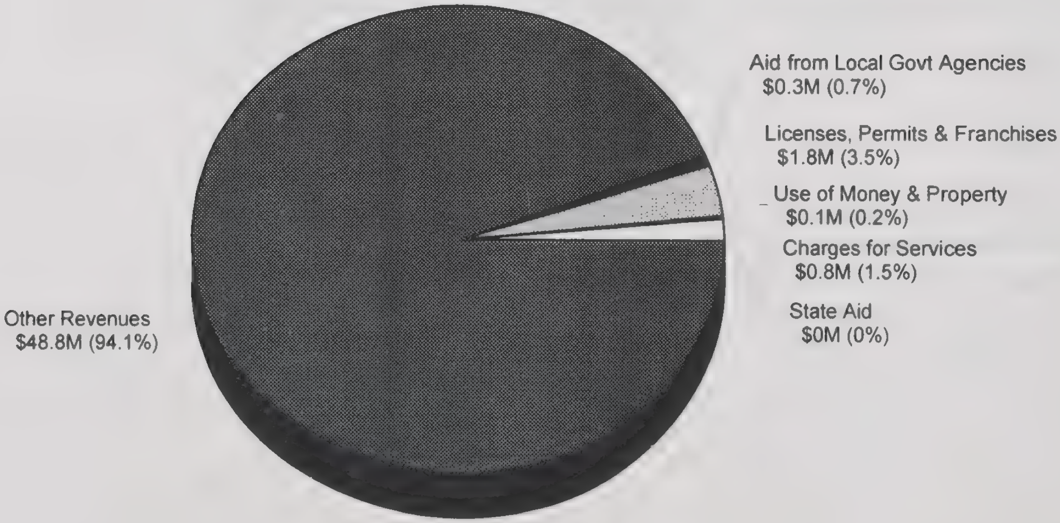


Intra Fund Transfers $-0.2M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget (including Internal Service Funds) includes funding for 62.57 full-time equivalent positions at a net county cost of $11,394,021. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $1,155,023 and an increase of 1.00 full-time equivalent position.

General Fund

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**13,236,908**	**2,997,910**	**10,238,998**	**49.57**
Salary & Benefit COLA increase	255,476	0	255,476	0.00
Retirement contribution increase	239,929	0	239,929	0.00
Internal Service Fund adjustments	713,567	0	713,567	0.00
Transfer funds from Grand Jury for audit	122,729	0	122,729	0.00
Technical/operating adjustments	(5,770)	0	(5,770)	0.00
Increase in departmental revenues	0	170,908	(170,908)	0.00
Subtotal MOE Changes	**1,325,931**	**170,908**	**1,155,023**	**0.00**
2003-04 MOE Budget	**14,562,839**	**3,168,818**	**11,394,021**	**49.57**

Internal Service Funds – Risk Management & Dental

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**49,234,188**	**49,234,188**	**0**	**12.00**
Salary & Benefit COLA increase	199,746	199,746	0	0.00
Retirement contribution increase	60,283	60,283	0	0.00
Reclassification/transfer of positions	0	0	0	1.00
Dental insurance/claims related costs	1,669,067	1,669,067	0	0.00
Risk Management insurance/claims related costs	1,659,587	1,659,587	0	0.00
Internal Service Fund adjustments	77,192	77,192	0	0.00
Reduce County indirect charges	(77,242)	(77,242)	0	0.00
Reduce contract services	(123,680)	(123,680)	0	0.00
Subtotal MOE Changes	**3,464,953**	**3,464,953**	**0**	**1.00**
2003-04 MOE Budget	**52,699,141**	**52,699,141**	**0**	**13.00**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

General Fund

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**14,562,839**	**3,168,818**	**11,394,021**	**49.57**
Eliminate Funding for Vacant Positions and Adjust Salary Savings	(377,901)	0	(377,901)	(2.86)
Reduce Discretionary Services & Supplies	(160,386)	0	(160,386)	0.00
Increase Revenue in County Administrator and EDAB for Reimbursement of Costs	0	82,258	(82,258)	0.00
Reduce ISF Charges Based on GSA Reductions	(10,213)	0	(10,213)	0.00
Reduce ISF Charges Based on ITD Reductions	(92,957)	0	(92,957)	0.00
Reduce Risk Management and Workers Compensation Charges	(4,539)	0	(4,539)	0.00
Reduce Countywide Funding for Memberships & Dues, Training, Travel, Management Audits and Special Studies, and Eliminate Fixed Assets	(1,000,000)	0	(1,000,000)	0.00
Subtotal VBB Changes	**(1,645,996)**	**82,258**	**(1,728,254)**	**(2.86)**
2003-04 Proposed Budget	**12,916,843**	**3,251,076**	**9,665,767**	**46.71**

- Use of Fiscal Management Reward Program savings in the amount of $1,922,364.

Internal Service Funds – Risk Management & Dental

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**52,699,141**	**52,699,141**	**0**	**13.00**
Reduce Liability and Workers Compensation Reserves	(1,400,000)	(1,400,000)	0	0.00
Reduce Risk Management Consulting and Contract Services	(240,000)	(240,000)	0	0.00
Reduce property insurance costs	(200,000)	(200,000)	0	0.00
Reduce Salaries & Benefits in Risk Management	(60,000)	(60,000)	0	0.00
Subtotal VBB Changes	**(1,900,000)**	**(1,900,000)**	**0**	**0.00**
2003-04 Proposed Budget	**50,799,141**	**50,799,141**	**0**	**13.00**

Service Impacts

- Reduction in Countywide discretionary funding will limit the County's ability to conduct special studies and management audits; travel and training expenditures will be reduced and fixed asset purchases will be eliminated.

- Reducing funding for vacant positions results in continuation of increased workload for existing staff.

- Reducing funding for the membership services position in EDAB results in reassignment of fund-raising duties which increases workload of other staff.

- Reducing Discretionary Services & Supplies results in postponement of planned business development material purchases and activities, elimination of membership in several Bay Area business organizations, reduction in the number of EDAB sponsored and co-sponsored activities, and deferral of computer upgrades and other purchases.

- Increased revenue is anticipated from franchise fees, grant funding for Assessment Appeals, and Economic Development contributions.

- Reduction in Risk Management funding results in a decrease in contract services and a reduction in the planned reserves for the liability and workers compensation programs.

The Proposed Budget includes funding for 59.71 full-time equivalent positions at a net county cost of $9,665,767.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Risk Management budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**50,799,141**	**50,799,141**	**0**	**13.00**
Addition of pay units for HIPAA privacy officer funded within existing budget	0	0	0	1.00
Reduction in Risk Management to reflect withdrawal of the Superior Court from the County's risk management program	(2,201,387)	(2,201,387)	0	0.00
Subtotal Board/Final Changes	**(2,201,387)**	**(2,201,387)**	**0**	**1.00**
2003-04 Approved Budget	**48,597,754**	**48,597,754**	**0**	**14.00**

No adjustments were required in the General Fund budgets.

The Final Budget provides funding for 60.71 full-time equivalent positions at a net county cost of $9,665,767.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 60.71 full-time equivalent positions at a net county cost of $9,665,767.

MAJOR SERVICE AREAS

COUNTY ADMINISTRATOR

The County Administrator's Office reviews and makes funding and policy recommendations to the Board of Supervisors on County program operations and departmental budget requests. The Office also conducts special studies and coordinates the County's Capital Projects, Diversity Programs, Asset Conversion, Debt Financing, Legislation, and Cable Television Franchise Authority activities.

Goal:

To maintain the County's strong credit ratings.

Objectives:

- Secure funding for the construction of a new Juvenile Justice Facility and East County Courthouse through the issuance of long-term debt.
- Review the County's outstanding debt portfolio to identify opportunities to achieve interest rate savings.
- Maintain an effective investor relations program and continue to meet all ongoing legal disclosure requirements.

Goal:

To improve the public's knowledge of County services and programs in order to enhance the general understanding of the role of County government and to cultivate community leaders interested in challenges and issues facing County government.

Objectives:

- Conduct one youth and one adult Leadership Academy during FY 2003-04.
- Update the County's media policy and provide media training to selected County personnel.
- Complete the celebration efforts for the 150th Anniversary of County incorporation in 2003.
- Update the County's film policy.

Goal:

To increase hiring of candidates participating in STEP-UP, the County's severely-disabled hiring program.

Objective:

- Encourage supervisors/managers to hire STEP-UP candidates through an educational and awareness campaign (Windmills Disability Training).

Goal:

To increase the number of reasonable accommodations provided to qualified employees with disabilities.

Objective:

- Promote and provide skills training to provide reasonable accommodation to all employees in supervisorial/managerial positions.

Workload Measures:

Diversity Program	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Supervisors/Managers Participating in Workshops	n/a	88	60	80
% of Reasonable Accommodations Provided (of Total Requests Received)	30%	48%	40%	45%

ECONOMIC DEVELOPMENT

Economic Development expands countywide economic development efforts by augmenting and coordinating existing city, County and private economic development efforts and by addressing critical infrastructure, workforce development, and business climate issues. The cost of the program is shared by public agencies and the private sector.

Goal:

To increase employer participation and job growth within the region to meet the needs of Temporary Assistance to Needy Families (TANF) recipients.

Objectives:

- Promote advantages for employers to hire TANF job seekers through targeted marketing and outreach initiatives.

- Move current and former CalWORKs recipients from low to higher wage jobs through a pilot post-employment services program.

Goal:

To establish a positive image of the East Bay to encourage business retention and growth as well as new locations for businesses.

Objective:

- Identify business prospects and provide information to businesses looking to expand or locate in the East Bay.

Goal:

To increase capital investment in the East Bay.

Objectives:

- Increase access by East Bay businesses to the County's Industrial Development Bond (IDB) program.

- Through advocacy, promotion and collaboration, increase investment in housing and infrastructure.

Goal:

To improve the East Bay's business and civic leadership.

Objective:

- Develop and implement meaningful Economic Development Alliance for Business events that highlight member leadership, increase member participation and justify value in new and continued membership.

Goal:

To improve mutual coordination of the East Bay's public and private sector institutions to meet the demands of a rapidly changing East Bay economy.

Objectives:

- Provide forward-looking economic information and analysis that is useful to East Bay public and private sector leaders.

- Improve the quality of training and career decision-making process.

Performance Measures:

EDAB	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Employers Participating in TANF	150	200	200	See note
# of Businesses Served	n/a	315	500	400
Effectiveness Measures				
# of CalWORKs Job Commitments Paying $11/Hr with Benefits or $14/Hr without Benefits	n/a	100	100	See note
Investment in Alameda County	$7.5M	$8.2M	$11.0M	$11.0M
Ratio of Workforce to Housing Units	1.4	1.42	1.4	1.35
# of EDAB Members	492	540	600	600
% Satisfied with the Usefulness of the Economic Reports	n/a	n/a	90%	90%
#of Industry Studies Completed	1	1	1	1

Note: Pending Social Services Agency MOU negotiations.

RISK MANAGEMENT

Risk Management is responsible for providing comprehensive, proactive services that promote the health, wellness and safety of employees and the public; reduce the County's loss exposures; and minimize the total cost of risk to the County. This mission is carried out through the delivery of administrative support and program management services covering workers' compensation, property and various liability claims programs, health and wellness services, safety and loss control program management, the purchase of insurance, and management of self-insurance programs.

Goal:

To contain the cost of the Workers' Compensation Self-Insurance Program.

Objectives:

- Reduce number of litigated claims.
- Increase number of employees on temporary modified duty.

Performance Measures:

Workers Compensation	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure: Number of open claims	1,344	1,553	1,460	1,367
Effectiveness Measure: Number of High Exposure Claims	n/a	n/a	140	133

Goal:

To continue to identify potential liability exposure countywide and improve loss control measures.

Objectives:

- Conduct Risk Assessments* of County agencies and departments.
- Conduct insurance classes/seminars for County agencies/departments.

Performance Measures:

Liability and Medical Malpractice	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Effort Measures: Number of risk assessments performed	n/a	189	5	260
Number of insurance training sessions conducted	n/a	2	5	6

* A Risk Assessment is a comprehensive documented process that enables risk management and departments/agencies to review and confirm the effectiveness of risk controls and efforts to contain risks in meeting the departments/agencies objectives. Assessments include review of the operations, contracts and other agreements, policies/laws/mandates, handling of funds, and other business practices that could constitute an exposure to the risk of loss.

Goal:

To reduce number of work-related injuries.

Objectives:

- Provide safety and health training classes and seminars.
- Conduct County facility inspections annually in order to prevent injuries and ensure compliance.

Performance Measures:

Safety and Loss Control	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Effort Measures: Number of Training Classes and Seminars	17	30	35	52
Number of Facility Inspections	67	43	70	70
Effectiveness Measure: Number of injury claims reported	1,217*	827	n/a**	807

*Includes Alameda County Medical Center claims.

**FY 2003 goal not established.

Goal:

To establish a privacy compliance program in accordance with the Health Insurance Portability and Accountability Act (HIPAA) of 1996.

Objectives:

- Conduct interviews with County departments and agencies while performing a physical safeguard review of County worksites.
- Perform analysis of existing County privacy policies and procedures.

- Develop detailed Privacy Implementation Plan.

CLERK OF THE BOARD

The Clerk of the Board assists the Board of Supervisors in the conduct of its business by performing duties mandated by State law, County Charter, Administrative Code and Board directives. The Clerk of the Board is also responsible for managing the property assessment appeals process.

Goal:

To continue to enhance the agenda process for the Board of Supervisors' meetings.

Objective:

- Update the Board Agenda Training Manual and initiate countywide training for departmental staff.

Goal:

To provide updated information about the County's Boards/Commissions.

Objective:

- Complete the audit of the County's Boards/Commissions database.

LOCAL AGENCY FORMATION COMMISSION

The Local Agency Formation Commission (LAFCo) is responsible for coordinating logical and timely changes in local government boundaries, conducting special studies that review ways to reorganize, simplify and streamline governmental structure and preparing a Sphere of Influence for each city and special district within Alameda County. The Alameda County LAFCo is an independent agency jointly funded by the 14 cities, the County and 14 independent special districts. The County provides staff and support to LAFCo under contract.

Budget Units Included:

General Fund:

10000-110000 County Administrator	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	3,466,789	3,667,997	4,091,534	4,526,502	4,232,549	141,015	(293,953)
S&S	3,831,813	6,387,116	8,072,779	8,890,235	7,711,016	(361,763)	(1,179,219)
Other	11,215	13,490	25,000	25,000	25,000	0	0
Fixed Assets	0	0	50,000	50,000	0	(50,000)	(50,000)
Intra Fund Transfers	(166,808)	(89,465)	(69,318)	(45,993)	(45,993)	23,325	0
Net Appropriation	7,143,009	9,979,138	12,169,995	13,445,744	11,922,572	(247,423)	(1,523,172)
Financing							
Revenue	2,704,493	4,263,342	2,470,610	2,616,518	2,671,518	200,908	55,000
Total Financing	2,704,493	4,263,342	2,470,610	2,616,518	2,671,518	200,908	55,000
Net County Cost	4,438,516	5,715,796	9,699,385	10,829,226	9,251,054	(448,331)	(1,578,172)
FTE - Mgmt	NA	NA	31.58	32.58	31.00	(0.58)	(1.58)
FTE - Non Mgmt	NA	NA	10.04	9.04	8.71	(1.33)	(0.33)
Total FTE	NA	NA	41.62	41.62	39.71	(1.91)	(1.91)
Authorized - Mgmt	NA	NA	37	38	38	1	0
Authorized - Non Mgmt	NA	NA	19	27	27	8	0
Total Authorized	NA	NA	56	65	65	9	0

10000-110400 County Administrator EDAB	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	692,065	702,145	826,980	901,093	814,962	(12,018)	(86,131)
S&S	917,433	598,967	308,370	313,534	276,841	(31,529)	(36,693)
Intra Fund Transfers	(360,414)	(357,414)	(201,500)	(201,500)	(201,500)	0	0
Net Appropriation	1,249,084	943,698	933,850	1,013,127	890,303	(43,547)	(122.824)
Financing							
Revenue	899,587	583,381	527,300	552,300	579,558	52,258	27,258
Total Financing	899,587	583,381	527,300	552,300	579,558	52,258	27,258
Net County Cost	349,497	360,317	406,550	460,827	310,745	(95,805)	(150,082)
FTE - Mgmt	NA	NA	7.00	7.00	7.00	0.00	0.00
FTE - Non Mgmt	NA	NA	0.94	0.94	0.00	(0.94)	(0.94)
Total FTE	NA	NA	7.94	7.94	7.00	(0.94)	(0.94)
Authorized - Mgmt	NA	NA	8	8	8	0	0
Authorized - Non Mgmt	NA	NA	1	4	4	3	0
Total Authorized	NA	NA	9	12	12	3	0

10000-110500 County Administrator LAFCO	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	168,549	112,024	133,063	103,968	103,968	(29,095)	0
Net Appropriation	168,549	112,024	133,063	103,968	103,968	(29,095)	0
Financing							
Revenue	21,250	0	0	0	0	0	0
Total Financing	21,250	0	0	0	0	0	0
Net County Cost	147,299	112,024	133,063	103,968	103,968	(29,095)	0

Internal Service Funds:

31061-430100 Risk Management	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	675,855	715,426	1,243,863	1,624,546	1,564,546	320,683	(60,000)
S&S	13,345,621	10,953,160	10,883,124	13,305,753	12,658,335	1,775,211	(647,418)
Other	14,864,038	15,017,411	24,399,029	23,389,142	19,995,173	(4,403,856)	(3,393,969)
Other Financing Uses	4,468,500	4,472,239	4,472,239	4,474,700	4,474,700	2,461	0
Net Appropriation	33,354,014	31,158,236	40,998,255	42,794,141	38,692,754	(2,305,501)	(4,101,387)
Financing							
Revenue	45,437,377	33,857,858	40,998,255	42,794,141	38,692,754	(2,305,501)	(4,101,387)
Total Financing	45,437,377	33,857,858	40,998,255	42,794,141	38,692,754	(2,305,501)	(4,101,387)
Net County Cost	(12,083,363)	(2,699,622)	0	0	0	0	0
FTE - Mgmt	NA	NA	9.00	10.00	11.00	2.00	1.00
FTE - Non Mgmt	NA	NA	3.00	3.00	3.00	0.00	0.00
Total FTE	NA	NA	12.00	13.00	14.00	2.00	1.00
Authorized - Mgmt	NA	NA	11	11	11	0	0
Authorized - Non Mgmt	NA	NA	3	3	3	0	0
Total Authorized	NA	NA	14	14	14	0	0

31062-440100 Dental Insurance	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	723,051	781,851	801,316	823,000	823,000	21,684	0
Other	6,809,000	7,850,869	7,434,617	9,082,000	9,082,000	1,647,383	0
Net Appropriation	7,532,051	8,632,720	8,235,933	9,905,000	9,905,000	1,669,067	0
Financing							
Revenue	8,263,894	9,211,621	8,235,933	9,905,000	9,905,000	1,669,067	0
Total Financing	8,263,894	9,211,621	8,235,933	9,905,000	9,905,000	1,669,067	0
Net County Cost	(731,843)	(578,901)	0	0	0	0	0

COUNTY COUNSEL

Richard E. Winnie
County Counsel

Financial Summary

County Counsel	2002 - 03 Budget	Maintenance Of Effort	Change from MOE VBB	Final/ Amend Adj	2003 - 04 Budget	Change from 2002 - 03 Budget Amount	%
Appropriations	3,510,838	4,631,384	(94,694)	0	4,536,690	1,025,852	29.2%
Revenue	2,252,646	2,419,105	12,868	0	2,431,973	179,327	8.0%
Net	1,258,192	2,212,279	(107,562)	0	2,104,717	846,525	67.3%
FTE - Mgmt	35.43	36.09	0.00	0.00	36.09	0.66	1.9%
FTE - Non Mgmt	8.00	10.00	0.00	0.00	10.00	2.00	25.0%
Total FTE	43.43	46.09	0.00	0.00	46.09	2.66	6.1%

MISSION STATEMENT

To provide competent, efficient and cost-effective legal representation and advice, thus advancing and protecting the programs and financial resources of the County and its officers, departments, boards, commissions, districts and courts.

MANDATED SERVICES

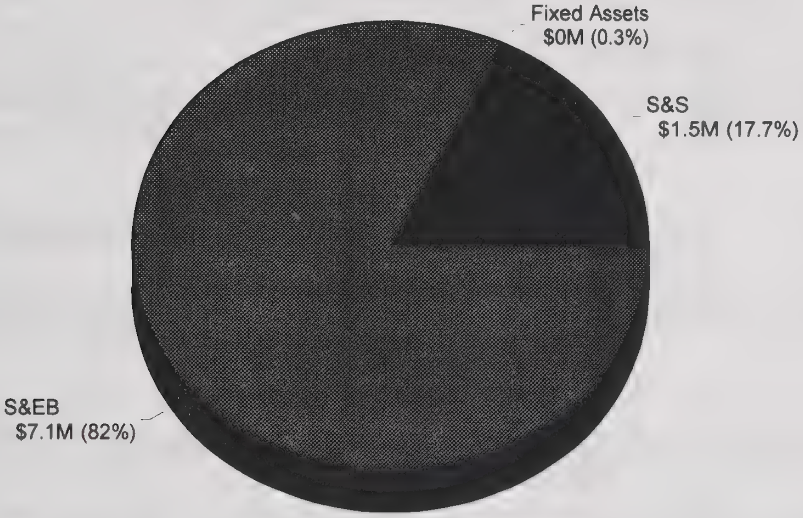
The Office of the County Counsel is required by law to provide legal services in civil matters to the County and all its departments and agencies. Certain other services are cost effective, in that they reduce the County's financial liability to lawsuits and judgments, or produce revenue to the County in the form of court-ordered attorney fees.

The majority of the departments control the level of legal services provided to them by the Office of the County Counsel. These services cost the departments and agencies less than comparable services would cost if furnished by the private bar.

DISCRETIONARY SERVICES

In addition to the services directly mandated by law, the County Departments have recognized the need for expertise in providing transactional and advisory legal services and have requested that the Office of the County Counsel provide County officials and departments legal advice and assistance on such matters as conflicts of interest and personnel and labor relations issues involving the drafting and interpretation of labor-County memoranda of understanding, salary and fringe benefits provisions, affirmative action, employment discrimination, personnel officer training and employee discipline. Providing these services through County Counsel has resulted in reduced exposure to liability and litigation expenses based upon the experience and efficiency of County Counsel staff.

Total Appropriation by Major Object



Intra Fund Transfers $-4.1M

SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 46.09 full-time equivalent positions at a net county cost of $2,212,279. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $954,087 and an increase of 2.66 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended Budget	**3,510,838**	**2,252,646**	**1,258,192**	**43.43**
Salary & Benefit COLA increase	568,768	0	568,768	0.00
Retirement contribution increase	443,671	0	443,671	0.00
Mid-year Board approved adjustments	138,810	138,990	(180)	2.66
Discretionary S&S increase	30,235	0	30,235	0.00
Internal Service Fund adjustments	248,961	0	248,961	0.00
Intra-Fund Transfers	(309,899)	0	(309,899)	0.00
Increase in departmental revenues		27,469	(27,469)	0.00
Subtotal MOE Changes	**1,120,546**	**166,459**	**954,087**	**2.66**
2003-04 MOE Budget	**4,631,384**	**2,419,105**	**2,212,279**	**46.09**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**4,631,384**	**2,419,105**	**2,212,279**	**46.09**
Intra Fund Transfer increase	(60,250)	0	(60,250)	0.00
Reduce Discretionary Services & Supplies	(13,882)	0	(13,882)	0.00
Increase charges for Legal Services	0	12,868	(12,868)	0.00
Reduce ISF charges based on GSA reductions	(6,620)	0	(6,620)	0.00
Reduce ISF charges based on ITD reductions	(1,542)	0	(1,542)	0.00
Reduce Risk Management and Workers Compensation charges	(12,400)	0	(12,400)	0.00
Subtotal VBB Changes	**(94,694)**	**12,868**	**(107,562)**	**0.00**
2003-04 Proposed Budget	**4,536,690**	**2,431,973**	**2,104,717**	**46.09**

- Use of Fiscal Management Reward Program savings of $382,959.

Service Impacts

The Proposed Values-Based Budgeting reductions will have no impact on the Department's services to its clients.

The Proposed Budget includes funding for 46.09 full-time equivalent positions at a net county cost of $2,104,717.

FINAL BUDGET ADJUSTMENTS

No adjustments are required.

The Final Budget provides funding for 46.09 full-time equivalent positions at a net county cost of $2,104,717.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 46.09 full-time equivalent positions at a net county cost of $2,104,717.

MAJOR SERVICE AREAS

Although the diversity of our practice makes it difficult to draw clear-cut functional lines, the legal staff is separated into three divisions:

Advice and Transaction Division – This division is responsible for providing legal advice and conducting transactions (contracts, ordinances, etc.) related to the day-to-day business of the County. The range of this division encompasses representation of the Board of Supervisors, the County Administrator's Office, departments, agencies and County commissions. This division will also conduct and direct litigation in defense of matters unique to these county agencies, departments, boards and commissions.

Social Services Division – This division is responsible for providing legal advice and unique litigation in support of the Social Services Agency. It includes general advice to the Agency and other departments, litigation and other legal support of child welfare, the public guardian, and the public administrator functions.

Advocacy Division – This division is responsible for providing tort, personnel, retirement, collection and other litigation common to most, if not all of the respective department and agency clients. This division complements to some degree the other divisions. Its emphasis is on matters that involve litigation in specific areas and representation of the County departments and agencies before administrative bodies and courts.

Goals and Objectives

To provide a higher level of service and responsiveness to the Board and all its clients. To achieve this goal the Office must develop and strengthen its staff's expertise and specialization in specific areas of law. This will be accomplished by continuing to participate in outside and in-house continuing education programs, by working closely with our clients to improve communication and responsiveness and to continue to update our technology to allow for a more efficient and effective office.

Goal:

To handle standard County contracts completely and efficiently.

Objective:

- Review 90% of standard contracts within one week of receipt from client.

Performance Measure:

Contracts	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
% of Standard Contracts Reviewed Within One Week	n/a	n/a	90%	90%

Goal:

To improve the County's capacity to deliver child welfare services through the Courts by securing timely adjudication of jurisdictional findings/dispositional hearings for abused and neglected children.

Objective:

- Handle jurisdictional findings/dispositional hearings within 60 days.

Performance Measure:

Child Welfare Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
% of Jurisdictional Findings/Dispositional Hearings Completed Within 60 Days	n/a	n/a	70%	80%

Goal:

To establish a practice of Elder Abuse law to protect the individuals of Alameda County. The intent of the program is to provide assistance and protection to elderly residents in Alameda County. In coordination with the District Attorney and the Public Guardian, the County Counsel's new program will focus on abuse cases that fall below the level of criminal prosecution.

Objective:

- File petitions of Elder Abuse.

Performance Measure:

Elder Abuse	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
# of Elder Abuse Cases Filed	n/a	n/a	n/a	4-5 cases

Goal:

To increase the number of cases which are summarily dismissed by the Court, and thereby lessen the cost per case to Alameda County.

Objective:

- Review and respond to complaints and prepare either demurrer or motion for summary judgment prior to the initiation of formal discovery.

Performance Measure:

Case Management	FY 2000 Actual	FY 2001 Actual	FY 2002 Goal	FY 2003 Goal
% of Cases Dismissed by Court Prior to Formal Discovery	No data available	No data available	5%	10%

Budget Units Included:

10000-170100 County Counsel	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	4,467,200	5,413,814	5,938,370	7,089,619	7,088,058	1,149,688	(1,561)
S&S	1,288,028	1,369,948	1,281,378	1,560,574	1,527,691	246,313	(32,883)
Fixed Assets	0	0	30,000	30,000	30,000	0	0
Intra Fund Transfers	(2,923,977)	(3,298,338)	(3,738,910)	(4,048,809)	(4,109,059)	(370,149)	(60,250)
Net Appropriation	2,831,251	3,485,424	3,510,838	4,631,384	4,536,690	1,025,852	(94,694)
Financing							
Revenue	2,121,346	1,995,982	2,252,646	2,419,105	2,431,973	179,327	12,868
Total Financing	2,121,346	1,995,982	2,252,646	2,419,105	2,431,973	179,327	12,868
Net County Cost	709,905	1,489,442	1,258,192	2,212,279	2,104,717	846,525	(107,562)
FTE - Mgmt	NA	NA	35.43	36.09	36.09	0.66	0.00
FTE - Non Mgmt	NA	NA	8.00	10.00	10.00	2.00	0.00
Total FTE	NA	NA	43.43	46.09	46.09	2.66	0.00
Authorized - Mgmt	NA	NA	37	38	38	1	0
Authorized - Non Mgmt	NA	NA	9	11	11	2	0
Total Authorized	NA	NA	46	49	49	3	0

GENERAL SERVICES AGENCY

Aki K. Nakao
Director

Financial Summary

General Services Agency	2002 - 03 Budget	Maintenance Of Effort	Change from MOE VBB	Change from MOE Final/ Amend Adj	2003 - 04 Budget	Change from 2002 - 03 Budget Amount	Change from 2002 - 03 Budget %
Appropriations	128,128,921	131,831,962	(2,238,573)	463,242	130,056,631	1,927,710	1.5%
Revenue	121,802,672	125,615,318	(2,103,576)	463,242	123,974,984	2,172,312	1.8%
Net	6,326,249	6,216,644	(134,997)	0	6,081,647	(244,602)	-3.9%
FTE - Mgmt	102.42	106.00	(1.00)	1.00	106.00	3.58	3.5%
FTE - Non Mgmt	391.84	362.17	(15.00)	(0.86)	346.31	(45.53)	-11.6%
Total FTE	494.26	468.17	(16.00)	0.14	452.31	(41.95)	-8.5%

MISSION STATEMENT

To provide high quality services that are on time, fiscally responsible, and convenient for our customers.

MANDATED SERVICES

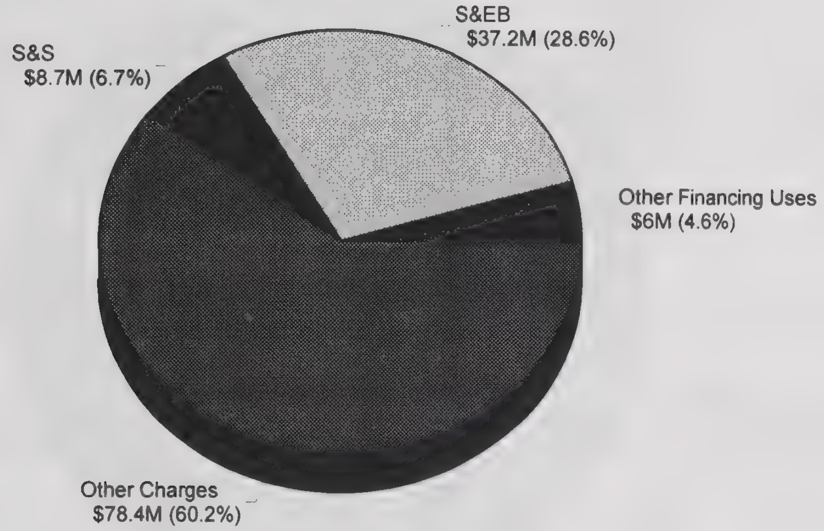
Mandated services include providing purchasing and stores services and maintaining County Veterans' Memorial Buildings.

The following support services are provided for County departments that are providing mandated services: Building Maintenance Department (construction, maintenance, energy and hazardous materials management); Communications (electronics and telephones); Real Property (real property leasing, acquisition, sale and project management); Property and Salvage (disposition of surplus County property); Recycling (reduce waste disposal to meet mandate of AB 939); and Portfolio Management (capital planning and asset management).

DISCRETIONARY SERVICES

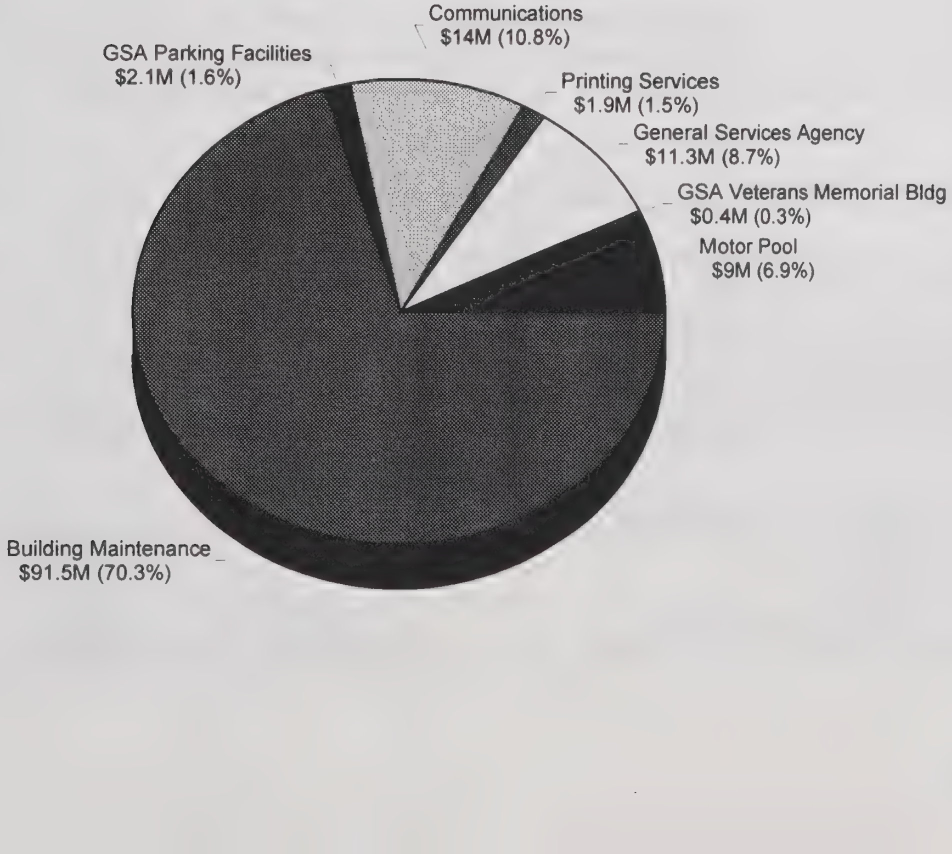
Discretionary Services include Printing Services, Motor Vehicle, Parking, Child Care Information Program for Businesses, Messenger Services and Administration.

Total Appropriation by Major Object

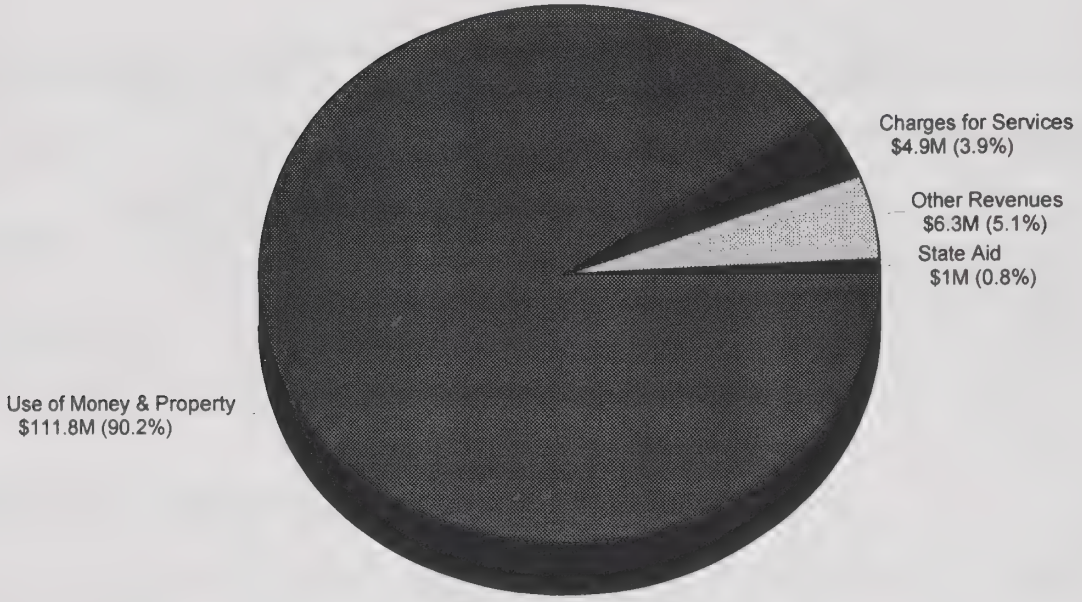


Intra Fund Transfers $-0.3M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 468.17 full-time equivalent positions at a net county cost of $6,216,644. Maintenance of Effort Budget adjustments necessary to support programs in 2003-04 result in a net county cost decrease of $109,605 and a net decrease of 26.09 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**128,128,921**	**121,802,672**	**6,326,249**	**494.26**
Salary & Benefit COLA increase	1,855,014	1,612,037	242,977	0.00
Retirement contribution increase	1,765,170	1,337,860	427,310	0.00
Reclassification/transfer of positions	95,490	(271,490)	366,980	0.50
Mid-year Board approved adjustments	82,751	82,751	0	2.16
Eliminate vacant positions assigned to ACMC	(2,006,891)	(2,006,891)	0	(28.75)
Internal Service Fund adjustments	493,259	113,986	379,273	0.00
County indirect charges	1,155,194	1,155,194	0	0.00
Indirect revenue	0	1,047,085	(1,047,085)	0.00
Increase in Depreciation expense	273,798	273,798	0	0.00
Decrease contingency in ISF budgets	(245,910)	(245,910)	0	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Increase in lease costs for operating departments	1,818,698	1,818,698	0	0.00
Decrease in utility costs	(1,553,900)	(1,553,900)	0	0.00
Technical/operating adjustments	(29,632)	(33,077)	3,445	0.00
Child Care Planning Council revenues	0	629,667	(629,667)	0.00
Decrease in departmental revenues	0	(147,162)	147,162	0.00
Subtotal MOE Changes	**3,703,041**	**3,812,646**	**(109,605)**	**(26.09)**
2003-04 MOE Budget	**131,831,962**	**125,615,318**	**6,216,644**	**468.17**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**131,831,962**	**125,615,318**	**6,216,644**	**468.17**
Reduce pooled vehicles by 28 cars	(80,000)	(80,000)	0	0.00
Reduce Discretionary Services and Supplies accounts in BMD	(540,000)	(540,000)	0	0.00
Eliminate vacant funded BMD pay units	(459,457)	(459,457)	0	(5.00)
Eliminate vacant funded Print pay units	(124,963)	(124,963)	0	(2.00)
Reduce telephone expense account	(100,000)	(100,000)	0	0.00
Reduce BMD janitorial services at Juvenile Hall for the Probation Department	(500,000)	(500,000)	0	(9.00)
Reduce BMD lease costs for SSA	(219,956)	(219,956)	0	0.00
Reduce the number of assigned vehicles in the Sheriff's Department by 7 cars	(36,960)	(36,960)	0	0.00
Reduce the number of assigned vehicles in the District Attorney's Office by 6 cars	(31,680)	(31,680)	0	0.00
Reduce the number of assigned vehicles in the Public Defender's Office by 2 cars	(10,560)	(10,560)	0	0.00
Reduce ISF charges based on GSA reductions	(41,251)	0	(41,251)	0.00
Reduce ISF charges based on ITD reductions	(16,235)	0	(16,235)	0.00
Reduce Risk Management and Workers Compensation charges	(77,511)	0	(77,511)	0.00
Subtotal VBB Changes	**(2,238,573)**	**(2,103,576)**	**(134,997)**	**(16.00)**
2003-04 Proposed Budget	**129,593,389**	**123,511,742**	**6,081,647**	**452.17**

- Use of Fiscal Management Reward Program savings of $560,493.

Service Impacts

- Motor vehicles will continue to be available; however, during periods of peak demand it may be necessary to lease vehicles. The savings calculated for this adjustment are net of projected leasing costs and assumes current demand levels will not change.

- Intervals for routine maintenance schedules for County facilities will be extended. There may be some service delays for non-critical equipment. In the short term, there is minimal risk to building systems, fire/life safety systems, security systems or sanitation services. However, in the longer term, the useful life of some facilities and equipment will be shortened.

- The elimination of vacant funded pay units in the Building Maintenance Department may result in delays in responding to non-critical requests for service, but should result in minimal service impacts presently. However, when new buildings are completed such as the new Juvenile Justice Facility and the East County Hall of Justice, personnel requirements will have to be reevaluated.

- Printing services will continue to be provided with little or no impact in the short term. However, if service requests from County departments increase beyond current levels, more work orders will be outsourced.

- Telephone services will continue at current levels. However, an increase in telephone service requests from County departments will require a fund transfer and may delay response times.

- For reductions to ISF departments resulting from specific user department requests, see service impacts outlined in the individual department summaries.

The Proposed Budget includes funding for 452.17 full-time equivalent positions at a net county cost of $6,081,647.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in General Services Agency budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**129,593,389**	**123,511,742**	**6,081,647**	**452.17**
Bd Apprv'd Midyear Adjustments-Motor Vehicle Department	16,536	16,536	0	0.00
Bd Apprv'd Midyear Adjustments-Building Maintenance Department-Leases and other technical adjustments	446,706	446,706	0	0.14
Subtotal Board/Final Changes	**463,242**	**463,242**	**0**	**0.14**
2003-04 Approved Budget	**130,056,631**	**123,974,984**	**6,081,647**	**452.31**

The Final Budget includes funding for 452.31 full-time equivalent positions at a net county cost of $6,081,647.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 452.31 full-time equivalent positions at a net county cost of $6,081,647.

MAJOR SERVICE AREAS

BUILDING MAINTENANCE DEPARTMENT (BMD)

BMD provides full maintenance, landscaping and janitorial services for the County-owned buildings. Types of buildings include offices, warehouse, clinics, courts, detention centers, parking structures, veterans buildings, libraries, conference centers, animal shelters, labs, multi-weapon firing/training ranges, emergency vehicle operation center driving tracks, heavy equipment repair facilities, hazardous waste disposal facilities, 911 Emergency Operation Center, Office of Emergency Services, school facilities and mountain-top communications sites.

Goal:

To provide safe and code-compliant buildings for employees and the general public and to provide quality building services to all county buildings.

Objectives:

- Maintain compliance documentation and procedures for Santa Rita Jail in preparation for the 2004 American Correctional Association (ACA) re-certification.
- Maintain compliance documentation for the Juvenile Justice Facility for use in the 2003-2004 Board of Corrections (BOC) certification and the annual health inspection.
- Improve cleaning services to meet established standards and to ensure minimum rating of “satisfactory” across all departments.
- Complete the upgrade of the Computerized Maintenance Management System which tracks work orders received and completed.
- Increase the number of preventative maintenance tasks and thus reduce the number of emergency repairs.

Performance Measures:

Building Maintenance Department	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Preventive Maintenance Work Orders	27,262	28,930	28,500	28,500
Corrective Maintenance Work Orders	43,536	23,563	22,000	20,020
Janitorial – Number of Square Feet Cleaned	2,208,500	2,312,873	2,312,873	2,312,873
Efficiency Measures				
Preventive Maintenance Work Orders Completed	n/a	n/a	100%	100%
Corrective Maintenance Work Orders Completed	n/a	n/a	100%	100%
Number of Work Orders per Person	471	419	404	404
Janitorial – Number of Square Feet Cleaned per Janitor	17,700	18,600	18,600	18,600
Effectiveness Measures				
Preventive Maintenance Work Orders				
Percent Reduction in Unscheduled Corrective Maintenance Work Orders	n/a	54%	7%	9%
Janitorial Survey Rating				
Very Good	49%	60%	60%	65%
Satisfactory	32%	35%	35%	30%
Needs Improvement	19%	5%	5%	5%

TECHNICAL SERVICES DEPARTMENT

Coordinates Capital Project design and construction; manages the County's utility budget and related energy projects; provides indoor air quality and asbestos hazard management services and resource conservation and recycling for all County facilities.

Goal:

To insure that County facilities are up to applicable codes and regulations within set budgets and quality standards. Advise on matters of energy efficiency and environmental quality and safety.

Objectives:

- Plan and construct facility improvements and Capital Projects within established budgets and schedules through 2004.
- Implement a Countywide Green Building policy 2003-04.
- Begin the construction phase of the new Juvenile Justice Facility and the East County Hall of Justice.
- Complete construction of the Berkeley Courthouse remodel; complete design and construction of facilities for Project YES!.
- Obtain beneficial occupancy of the completed Critical Care and Clinics Building and parking structure for the Alameda County Medical Center.

- Complete the renovation and seismic reinforcement of the Washington Township Veterans Memorial Building in Niles.

- Submit grant requests for two County library projects to the State – San Lorenzo and Castro Valley Libraries.

- Increase Construction Outreach Program and achieve Minority Women's Business Enterprises (15/5) participation goals.

- Expand the use of renewable sources of power such as photovoltaic and energy generation facilities in County buildings.

- Replace or upgrade the building automation systems for the John George Psychiatric Pavilion, Print Services on the Fairmont Hospital campus, and the Fremont Hall of Justice.

- Conduct water conservation audits and complete energy conservation measures, including a feasibility study for a distributed generation system at the County Courthouse and Administration complex in Oakland and the Santa Rita Jail.

- Provide annual relevant environmental training to GSA personnel in areas such as Material Safety Data Sheets, asbestos, lead, and aboveground/underground storage tanks in accordance with Federal, State and OSHA regulations.

- Annually test and upgrade/repair emergency generator and vehicle fuel storage systems at County-owned, GSA-maintained sites as required for compliance with Title 23 of the California Code of Regulations and the Aboveground Petroleum Storage Act.

- Provide timely and appropriate responses to all Indoor Air Quality service requests; abate potential asbestos and lead hazards.

- Provide environmental disclosure, support and environmental investigation/remediation services as required for the County's sale of property at Santa Rita and Staples Ranch.

Performance Measures:

Technical Services Department	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Architect and Construction Projects	72	52	55	50
Energy Projects	82	30	20	25
Environmental Projects	60	70	70	65
Architect and Construction Project Value (millions)	n/a	n/a	$330.0	$300.0
Environmental Project Value (millions)	n/a	n/a	$1.0	$1.0
Energy Utility Budget (millions)	$13.5	$12.3	$11.6	$12.6
County Employees Trained	240	250	250	250

Technical Services Department	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measures				
Average Projects per Architect and Project Manager	6	7	7	6
Average Projects per Environmental Project Manager	30	38	35	28
Effectiveness Measures				
Annual Utility Cost Avoidance (millions)	$3.1	$3.6	$3.9	$4.0
Percent Arch./Const. Projects on Schedule/Budget	95%	85%	100%	100%
Percent of Projects Meeting M/WBE Participation 15/5	n/a	n/a	100%	100%
Percent Env. Projects on Schedule/Budget	n/a	n/a	100%	100%
Percent Energy Projects on Schedule/Budget	n/a	n/a	100%	100%

REAL PROPERTY

Oversees County-owned properties, negotiates leases for County departments, for site use licenses and communications licenses and manages these over their lifetime; acquires leases for County use; manages project renovations of existing space and plans the moves into new space including supervision of design, layout, construction, acquisition of furniture and related duties.

Goal:

To maximize utilization of County-owned properties, matching department needs with facilities that support their business requirements. Acquire buildings and land for County use when existing resources are sufficient.

Objectives:

- Relocate the Social Services Agency Adult and Aging Facility to Eastmont Town Center.
- Incorporate Health Care Services Agency's (HCSA) Finance, Family Health Services and Emergency Management Services into one central location at Creekside, San Leandro.
- Complete the installation of furnishings at the new Highland Hospital Critical Care and Clinics Building.
- Design space and reconfigure furniture to create better functional layout of 66,000 square feet of office space for Behavioral Health Care Services in Oakland, in lieu of moving.

Performance Measures:

Real Property	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Total Projects Received	103	109	112	115
Total Leases	59	60	57	60

Real Property	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measure				
Average Projects per Manager	20	18	19	20
Effectiveness Measures				
Projects Completed	85	99	95	90
Monies Saved from Negotiations	$640,000	$681,000	$692,000	$701,000
Revenue from Licenses and Consulting	$470,000	$510,000	$520,000	$525,000

TELEPHONE AND RADIO COMMUNICATIONS

Plans, installs, operates, and maintains mobile radio, paging and other electronic communications systems to support fire, sheriff/police, emergency medical services and other County offices that provide public protection and general government services to the public.

Goals:

To maximize County mobile, telephone and voice mail communications systems and provide timely response to repair and new service requests.

Objectives:

- Complete radio and telephone service requests by the due date and cost agreed to with the customer.
- Maintain reliability of the 800 MHz Regional Radio system and the County-owned telephone system.
- Increase the utilization of the 800 MHz radio system by 5% in the city and county subscriber base by June 2004.
- Maintain a cost effective and reliable County-owned telephone and voice mail system.
- Research new technologies to evaluate alternatives and enhancements to existing systems for potential cost savings.

Performance Measures:

Telephone and Radio Communications	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Total Work Orders	6,837	5,851	6,800	6,114
800MHz Users County	2,604	2,904	2,850	3,050
800MHz Users Non-County	2,598	2,916	2,850	3,050
Telephone Lines Owned	16,254	17,914	16,800	18,100
Telephone Lines Leased	3,989	3,725	3,700	3,650
Telephone Work Orders	3,061	3,575	3,700	3,885
Operator Assistance Calls	311,872	239,172	280,000	245,151

Telephone and Radio Communications	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measures				
Number of Telephone Work Orders per Coordinator	765	893	925	777
800MHz System Busy Minutes per Day	n/a	1.7	3	3
Operator Average Speed of Answering a Call in Seconds	n/a	n/a	15	15
Effectiveness Measures				
Percentage Increase in 800MHz Users	n/a	11%	5%	5%
Percentage Time 800MHz System Availability	n/a	99%	99%	99%
Percentage Telephone Work Requests Completed by Due Date	n/a	n/a	90%	90%

PARKING DIVISION

Operates and manages employee-parking facilities throughout the County as well as public parking garages in Oakland and Hayward.

Goal:

To provide safe, secure and efficient parking facilities to employees and the general public and to recover parking operation costs.

Objectives:

- Provide sufficient parking spaces to meet the demand required by those utilizing County services and facilities.
- Monitor expenses and revenues to ensure that the County recovers costs.
- Provide regularly scheduled general maintenance/cleaning at parking facilities throughout Alameda County.
- Increase communication with parking facility customers regarding parking changes and issues related to the County's parking facilities.

Performance Measures:

Parking Division	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure				
Number of Parking Spaces	3,799	3,882	4,058	4,058
Efficiency Measure				
% of Costs Recovered	100%	94%	96%	97%
Effective Measures				
Annual Revenue (millions)	$1.4	$1.6	$1.7	$1.8
Annual Expenses (millions)	$1.2	$1.7	$1.8	$1.8

PURCHASING

Provides County agencies/departments with uniform policies and procedures for contracting and procurement of goods and services that actively promote the use of small, local and emerging businesses and support the purchases of environmentally preferable products.

Goals:

To provide procurement and contracting services for County departments in compliance with the Alameda County Administrative Code.

To extend outreach efforts to register more vendors and increase large contractor's commitment to include Small, Local and Emerging Businesses (SLEB) in their contracts.

Objectives:

- Review contracting policies and procedures, develop standards for delegating contracting and procurement authority to County agencies/departments and provide countywide training to agencies/departments.
- Improve customer service by upgrading use of e-procurement technology and provide countywide user training with an emphasis on promoting the utilization of SLEB.
- Convene quarterly outreach meetings with the local vendor community and purchasing staff and host an annual SLEB vendor fair.
- Increase SLEB certifications through an aggressive marketing and advertising campaign and complete negotiations with the California State Small Business Administration which will certify potentially an additional 600 firms.

Performance Measures:

Purchasing	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Environmentally Preferable Product Purchases	n/a	$328,300	$456,000	$456,000
Total County Purchases of Goods and Services (millions)	n/a	$550.1	$535.0	$560.7
Number of SLEB Outreach Events	n/a	30	30	30
Effectiveness Measures				
GSA-Purchasing Website Hits	n/a	85,000	262,000	300,000
Purchases from County Local Business Including Small and Emerging (millions)	$337.8	$379.2	$420.9	$467.3
% Purchases Awarded to Local Business Including Small and Emerging	n/a	68%	77%	80%

CHILD CARE

Oversees operations of the two child care centers located in County buildings, coordinates County child care with local investment in child care projects and the Child Care Planning Council, and advocates for local child care needs as part of land usage.

Goal:

To identify, develop and coordinate public and private resources to promote the healthy development of infants and children through early education and child care programs.

Objectives:

- Recruit, inaugurate and orient new Planning Council members who will serve a three-year term from January 2004 – December 2007.
- Develop and complete child care centralized eligibility list pilot project (CEL).
- Create and develop five-year comprehensive child care plan (strategic plan) for Alameda County.

Performance Measures:

Child Care	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Number of Child Care Centers	2	2	2	2
Enrollment Capacity – Oakland%	25	60	65	70
Enrollment Capacity – Hayward %	n/a	55	80	85
Number of Grant Applications Submitted	3	6	7	6
Efficiency Measures				
Longevity of Day Care Center Staff (one year or more)	n/a	n/a	60%	70%
Classroom Assessments	n/a	n/a	1	3
Effectiveness Measures				
Grant Monies Received (millions)	$1.6	$1.5	$1.4	$1.1
Number of Grant Applications Approved	3	5	4	4

PROPERTY AND SALVAGE

Goal:

To relocate County departments in the most cost-effective and efficient manner, and redistribute surplus property and equipment to County departments.

Objectives:

- Timely response to requests for removal, relocation of office equipment, and assist in locating items requested by Departments.

- Continue to provide training opportunities for County employment re-entry programs.
- Improve current property and salvage facility to include storage area for protection of used County equipment/furnishings for reuse.

Performance Measures:

Property and Salvage	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Number of Moves	700	771	500	500
Number of Vehicles Sold	74	148	54	80
Number of Used Equipment/Furnishings Transferred from Salvage to County Departments	n/a	1,481	1,500	1,500
Number of Used Equipment/Furnishings Transferred to Salvage from County Departments	2,900	4,384	4,000	4,000
Effectiveness Measures				
Recyclable Material Recovered (Pounds) from County Departments				
Metal	446,840	594,163	400,000	400,000
Paper (millions)	1.2	1.3	2.0	2.0
Toner Cartridges	1,365	1,199	1,300	1,000
Monies Received from Sale of Equipment	n/a	$58,593	$79,271	$84,000
Monies Received from Sale of Surplus Personal Property	n/a	$50,681	$59,595	$66,000

MOTOR VEHICLE/MESSENGER SERVICE

Services vehicles for all County departments. Delivers County mail via QIC system.

Goal:

To provide safe, reliable and cost effective transportation solutions to all County departments. Timely and reliable delivery of County mail.

Objectives:

- Continue use of lower emission (hybrid) vehicles to meet lower emission standards.
- Develop a 24/7 emergency roadside assistance program for implementation by December 2003.
- Maintain preventative maintenance schedule to reduce the number of emergency road calls.
- Assure availability of vehicles to County employees through a combination of owned and rented vehicles.

Performance Measures:

Motor Vehicle/Messenger Service	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Total Number of Vehicles in Fleet	992	1,029	985	985
Total Number of Hybrid Vehicles in Fleet	12	20	24	28
Efficiency Measures				
Repair Hours	5,312	4,557	5,600	5,600
Preventative Maintenance Hours	2,032	1,545	2,000	2,100
Ratio of Owned/Rented Cars	151/1	175/1	140/1	130/1
Effectiveness Measure				
Emergency Road Calls	362	256	330	330

PRINTING SERVICES

Provides printing services for all County departments.

Goal:

To meet the printing, copying and graphics needs of all County departments through increased efficiencies and improved quality control.

Objectives:

- Complete all printing requests in a timely manner using County resources and small, local and emerging businesses.

Performance Measures:

Printing Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measure				
Requisitions Processed	1,838	1,810	2,000	2,100
Effectiveness Measure				
Printing Runs (millions)	17.6	17.0	21.0	23.0

Budget Units Included:

10000-200000 General Services Agency	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	4,472,380	5,285,293	6,609,661	7,614,047	7,602,824	993,163	(11,223)
S&S	3,880,742	3,748,093	3,997,846	4,044,919	3,967,155	(30,691)	(77,764)
Intra Fund Transfers	(220,479)	(312,561)	(291,195)	(291,195)	(291,195)	0	0
Net Appropriation	8,132,643	8,720,825	10,316,312	11,367,771	11,278,784	962,472	(88,987)
Financing							
Revenue	3,762,309	4,038,671	4,368,673	5,891,263	5,891,263	1,522,590	0
Total Financing	3,762,309	4,038,671	4,368,673	5,891,263	5,891,263	1,522,590	0
Net County Cost	4,370,334	4,682,154	5,947,639	5,476,508	5,387,521	(560,118)	(88,987)
FTE - Mgmt	NA	NA	33.00	36.00	36.00	3.00	0.00
FTE - Non Mgmt	NA	NA	48.14	47.73	47.73	(0.41)	0.00
Total FTE	NA	NA	81.14	83.73	83.73	2.59	0.00
Authorized - Mgmt	NA	NA	35	39	39	4	0
Authorized - Non Mgmt	NA	NA	68	68	68	0	0
Total Authorized	NA	NA	103	107	107	4	0

31050-390100 Printing Services	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	654,222	674,763	861,104	897,445	772,482	(88,622)	(124,963)
S&S	793,951	831,340	681,734	683,675	683,675	1,941	0
Other	216,215	214,921	226,124	413,674	413,674	187,550	0
Intra Fund Transfers	(17,341)	0	0	0	0	0	0
Other Financing Uses	0	0	37,564	46,271	46,271	8,707	0
Net Appropriation	1,647,047	1,721,024	1,806,526	2,041,065	1,916,102	109,576	(124,963)
Financing							
Revenue	1,563,456	1,496,915	1,806,526	2,041,065	1,916,102	109,576	(124,963)
Total Financing	1,563,456	1,496,915	1,806,526	2,041,065	1,916,102	109,576	(124,963)
Net County Cost	83,591	224,109	0	0	0	0	0
Fixed Assets	0	0	75,000	75,000	75,000	0	0
FTE - Mgmt	NA	NA	2.00	1.00	1.00	(1.00)	0.00
FTE - Non Mgmt	NA	NA	11.67	11.67	9.67	(2.00)	(2.00)
Total FTE	NA	NA	13.67	12.67	10.67	(3.00)	(2.00)
Authorized - Mgmt	NA	NA	3	2	2	(1)	0
Authorized - Non Mgmt	NA	NA	16	14	14	(2)	0
Total Authorized	NA	NA	19	16	16	(3)	0

31020-400100 Motor Pool	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	847,914	1,045,130	1,133,218	1,261,408	1,257,980	124,762	(3,428)
S&S	3,001,379	2,794,400	3,515,404	3,661,110	3,601,874	86,470	(59,236)
Other	2,361,720	2,510,222	2,592,801	4,095,304	4,015,304	1,422,503	(80,000)
Other Financing Uses	0	0	70,057	93,760	93,760	23,703	0
Net Appropriation	6,211,013	6,349,752	7,311,480	9,111,582	8,968,918	1,657,438	(142,664)
Financing							
Revenue	7,023,467	6,378,248	7,311,480	9,111,582	8,968,918	1,657,438	(142,664)
Total Financing	7,023,467	6,378,248	7,311,480	9,111,582	8,968,918	1,657,438	(142,664)
Net County Cost	(812,454)	(28,496)	0	0	0	0	0
Fixed Assets	0	0	53,040	53,040	53,040	0	0
FTE - Mgmt	NA	NA	3.00	3.00	3.00	0.00	0.00
FTE - Non Mgmt	NA	NA	12.75	12.75	12.75	0.00	0.00
Total FTE	NA	NA	15.75	15.75	15.75	0.00	0.00
Authorized - Mgmt	NA	NA	3	3	3	0	0
Authorized - Non Mgmt	NA	NA	16	16	16	0	0
Total Authorized	NA	NA	19	19	19	0	0

31030-410100 Building Maintenance	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	17,524,415	18,801,891	24,696,934	24,954,483	24,028,072	(668,862)	(926,411)
S&S	57,455,161	52,791,777	59,531,008	59,649,490	59,303,194	(227,814)	(346,296)
Other	2,862,435	3,245,362	3,232,300	2,368,026	2,368,026	(864,274)	0
Other Financing Uses	4,090,280	4,608,435	6,125,056	5,760,527	5,760,527	(364,529)	0
Net Appropriation	81,932,291	79,447,465	93,585,298	92,732,526	91,459,819	(2,125,479)	(1,272,707)
Financing							
Revenue	76,973,493	73,304,460	93,585,298	92,732,526	91,459,819	(2,125,479)	(1,272,707)
Total Financing	76,973,493	73,304,460	93,585,298	92,732,526	91,459,819	(2,125,479)	(1,272,707)
Net County Cost	4,958,798	6,143,005	0	0	0	0	0
Fixed Assets	0	0	203,650	203,650	203,650	0	0
FTE - Mgmt	NA	NA	53.42	54.00	54.00	0.58	0.00
FTE - Non Mgmt	NA	NA	289.86	259.45	245.58	(44.28)	(13.87)
Total FTE	NA	NA	343.28	313.45	299.58	(43.70)	(13.87)
Authorized - Mgmt	NA	NA	58	59	60	2	1
Authorized - Non Mgmt	NA	NA	377	346	336	(41)	(10)
Total Authorized	NA	NA	435	405	396	(39)	(9)

31010-420100 Communications	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	2,236,809	2,487,506	2,755,547	3,200,171	3,200,171	444,624	0
S&S	724,495	722,514	702,904	861,012	861,012	158,108	0
Other	10,167,913	8,716,010	9,492,496	9,904,742	9,804,742	312,246	(100,000)
Other Financing Uses	0	0	43,965	130,174	130,174	86,209	0
Net Appropriation	13,129,217	11,926,030	12,994,912	14,096,099	13,996,099	1,001,187	(100,000)
Financing							
Revenue	13,465,464	12,020,803	12,994,912	14,096,099	13,996,099	1,001,187	(100,000)
Total Financing	13,465,464	12,020,803	12,994,912	14,096,099	13,996,099	1,001,187	(100,000)
Net County Cost	(336,247)	(94,773)	0	0	0	0	0
Fixed Assets	0	0	100,000	100,000	100,000	0	0
FTE - Mgmt	NA	NA	10.00	11.00	11.00	1.00	0.00
FTE - Non Mgmt	NA	NA	22.00	23.17	23.17	1.17	0.00
Total FTE	NA	NA	32.00	34.17	34.17	2.17	0.00
Authorized - Mgmt	NA	NA	10	11	11	1	0
Authorized - Non Mgmt	NA	NA	24	27	27	3	0
Total Authorized	NA	NA	34	38	38	4	0

HUMAN RESOURCE SERVICES

Naomi O. Burns
Director

Financial Summary

Human Resource Services	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	12,915,885	13,909,146	(742,171)	0	13,166,975	251,090	1.9%
Revenue	3,484,805	3,618,421	(431,582)	0	3,186,839	(297,966)	-8.6%
Net	9,431,080	10,290,725	(310,589)	0	9,980,136	549,056	5.8%
FTE - Mgmt	69.08	71.33	(5.67)	(0.99)	64.67	(4.41)	-6.4%
FTE - Non Mgmt	19.37	17.37	(2.42)	2.00	16.95	(2.42)	-12.5%
Total FTE	88.45	88.70	(8.09)	1.01	81.62	(6.83)	-7.7%

MISSION STATEMENT

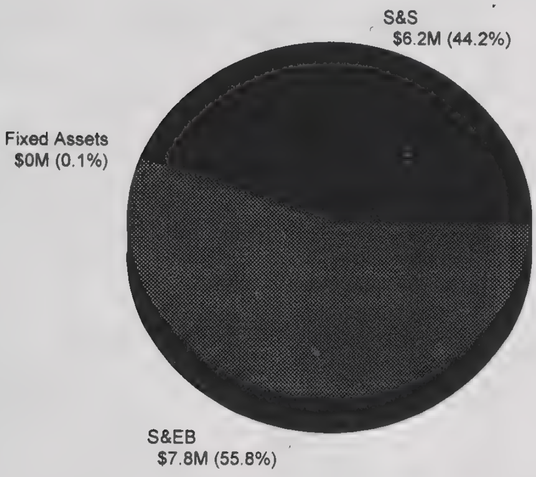
To deliver high quality and timely human resource services that respond to the needs of County agencies and departments, special districts, and other customers to enable them to reach their organizational goals.

MANDATED SERVICES

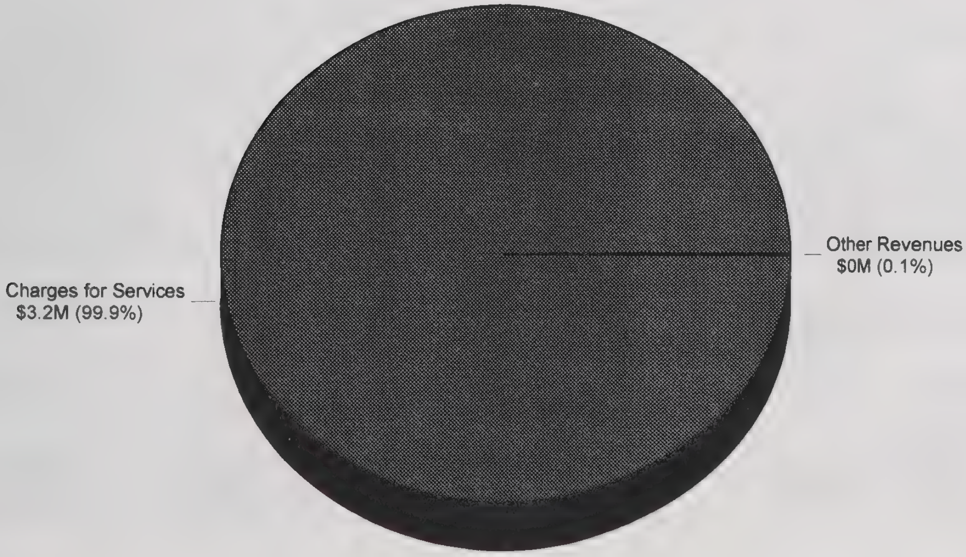
Human Resource Services provides State and local mandated support services to all County departments, agencies and some special districts. Under the purview of the Civil Service Commission, the department provides support services which include merit-based examinations, position classification, certification of eligible candidates, and disciplinary appeals. Under the direction of the Board of Supervisors pursuant to other laws and mandates, the department provides support services including: labor negotiations, unemployment insurance, comprehensive employee services related to benefits, and countywide administration and negotiation of medical, dental, life insurance and all employee benefits.

DISCRETIONARY SERVICES

There are six areas in which Human Resource Services provides discretionary services: departmental personnel support services, work/family programs, training and development, including management of the Conference Center, the Temporary Assistance Program (TAP), ongoing end user support of the Human Resource Management System and the Step-Up Program to recruit and employ the disabled.


Total Appropriation by Major Object

Intra Fund Transfers $-0.8M


Total Revenue by Source

SUMMARY OF CHANGES

The Maintenance of Effort Budget includes funding for 88.70 full-time equivalent positions at a net county cost of $10,290,725. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $859,645 and 0.25 full-time equivalent positions.

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**12,915,885**	**3,484,805**	**9,431,080**	**88.45**
Salary & Benefit COLA increase	463,610	0	463,610	0.00
Retirement contribution increase	380,122	0	380,122	0.00
Reclassification/transfer of positions	61,046	0	61,046	0.25
Internal Service Fund adjustments	(181,649)	0	(181,649)	0.00
Decrease in Training Center Interdepartmental charges	270,132	0	270,132	0.00
Conference Center services to non-County agencies	0	155,180	(155,180)	0.00
Technical/operating adjustments	0	(21,564)	21,564	0.00
Subtotal MOE Changes	**993,261**	**133,616**	**859,645**	**0.25**
2003-04 MOE Budget	**13,909,146**	**3,618,421**	**10,290,725**	**88.70**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**13,909,146**	**3,618,421**	**10,290,725**	**88.70**
Reduce Human Resource Services staff	(192,948)	0	(192,948)	(1.92)
Reduce Conference Center Staff	(431,582)	(431,582)	0	(6.16)
Reduce Discretionary Services & Supplies	(67,052)	0	(67,052)	0.00
Reduce ISF charges based on GSA reductions	(25,752)	0	(25,752)	0.00
Reduce ISF charges based on ITD reductions	(11,728)	0	(11,728)	0.00
Reduce Risk Management and Workers Compensation charges	(13,109)	0	(13,109)	0.00
Subtotal VBB Changes	**(742,171)**	**(431,582)**	**(310,589)**	**(8.08)**
2003-04 Proposed Budget	**13,166,975**	**3,186,839**	**9,980,136**	**80.62**

- Use of Fiscal Management Reward Program savings of $908,725.

Service Impacts

- Reductions in the Human Resource Services staff will impact the ability of the department to manage benefits, salary studies and surveys in a timely and efficient manner. The salary survey portion of the countywide Clerical Classification Study will be delayed. Fewer staff will be assigned to the more complex recruitment and examination duties of the department, resulting in a longer timeframe for the hiring of professional staff.

- Reductions to the Conference Center arise from diminished sales of service by the Center resulting from the depressed economic conditions facing Bay Area organizations. The reorganization is part of an ongoing evaluation of its mission by the Center so that it can focus on what will give the Department and the County the greatest value and return for their investment.

The Proposed Budget includes funding for 80.62 full-time equivalent positions at a net county cost of $9,980,136.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in Human Resource Services budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**13,166,975**	**3,186,839**	**9,980,136**	**80.62**
Technical adjustment due to classification actions	0	0	0	1.00
Subtotal Board/Final Changes	**0**	**0**	**0**	**1.00**
2003-04 Approved Budget	**13,166,975**	**3,186,839**	**9,980,136**	**81.62**

The Final Budget provides funding for 81.62 full-time equivalent positions at a net county cost of $9,980,136.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 81.62 full-time equivalent positions at a net county cost of $9,980,136.

MAJOR SERVICE AREAS

RECRUITMENT AND EXAMINATION UNIT

The Recruitment and Examination Programs conduct the Charter and State Merit System Services and mandated recruitment and testing activities for all County classifications as well as some special districts. Examinations are administered, candidates scored and eligible lists promulgated. In addition, all provisional appointments are reviewed by the Examination Unit to insure all requirements are fulfilled.

CLASSIFICATION UNIT

The Classification Program conducts Charter-mandated review of requests to reclassify existing positions or create new positions for County departments and agencies as well as some special districts to determine the appropriate job title, qualifications and compensation. The Classification Unit also reviews personal services contracts to assess whether the proposed contract service could be provided by County employees.

CERTIFICATION UNIT

The Certification Program, a Charter-mandated activity, validates and processes all County departments' requests, as well as requests from certain special districts, for all Human Resource transactions. The Certification Unit reviews and coordinates the process of identifying individuals who are eligible for employment from a Civil Service list and identifies applicants with specialty designated skills or experience.

Goal:

To deliver products and services at a high standard of excellence that is consistent with professional code of ethics and that assist customers in achieving organizational goals.

Objectives:

- Improve the quality of the potential candidates resulting from the testing process by: 1) completing/updating job analysis studies of County positions to insure examination processes are updated and job related in 100% of the exams conducted and 2) completing classification maintenance studies of County job classifications.

- Expedite the hiring of applicants from Civil Service lists by processing certification within 72 hours of receipt of a completed request.

- Increase the frequency of test administration for difficult to recruit positions.

- Provide easier access to information about open recruitment efforts and the County application process by increased reliance on technology.
- Conduct classification audits of County clerical positions impacted by the implementation of the new Human Resource Management System (HRMS) and reorganization in certain County departments.
- Increase the utilization of the Temporary Assistance Program (TAP) pool.

Performance Measures:

Examination/Classification/Certification	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Maintenance Job Analysis Studies Completed	n/a	15	15	15
# of Test Administrations	n/a	238	240	240
Efficiency Measures				
# of On Line Applications Received	n/a	6,610	7,000	7,500
# of Automated Applicant Interest Cards Filed for County Jobs	n/a	n/a	8,825	10,000
TAP Employment Placements	n/a	n/a	60	90
Effectiveness Measures				
Process Completed Certification Requests within 72 Business Hours	n/a	55	90%	100%
% of Participants who Indicate the New Employee Orientation Session was Informative and will be Helpful in their County Job	n/a	98%	98%	98%

LABOR RELATIONS

The Labor Relations Program is responsible for the full range of labor relations services including contract negotiations for 34 bargaining units, 16 Memoranda of Understanding, contract administration and implementation, countywide and departmental meet-and-confer sessions, salary administration, and grievance handling and resolution. Additionally, this division is responsible for administration of the County's benefits programs including work/family programs, family medical leave, the telecommuting program, employee service awards, public employee recognition programs, health, dental, life and long-term disability insurance and the Dependent Care Assistance Program. Employee Relations also acts as the County's representative for retirement benefits.

Goals:

To negotiate, implement and administer labor agreements.

To develop, provide and maintain comprehensive benefit programs for County employees.

To establish and maintain a state-of-the-art centralized Employee Services Center that provides the full range of employee benefit administration services.

Objectives:

- Provide training to County managers focused on mandatory subjects of bargaining and learning how to establish sound employee-employer relationships promoting labor peace.
- Negotiate successor labor agreements within three months of expiration or assigned target date for implementation.
- Survey employees and operating departments regarding service provided by the Employee Services Center.

Performance Measures:

Labor Relations	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effective Measures				
% of Successor Labor Agreements Negotiated within 3 Months of Expiration or Assigned Target Date for Implementation	n/a	n/a	75%	75%
% of Employees and Operating Departments who Rated the Services Provided by the Employee Services Center at a Level of Satisfactory or Higher	n/a	n/a	90%	90%

TRAINING AND CONFERENCE CENTER PROGRAMS

The County of Alameda Conference Center is a leading-edge source for technological and innovative learning, promoting growth and development in individuals and their organizations. The countywide program is funded to provide professional development workshops to County managers and employees, as well as organizational consulting regarding countywide program functions. Some of these countywide workshop topics include: Understanding and Valuing Diversity with Respect, Personal Leadership, Performance Management, Sexual Harassment Awareness, Workplace Violence Prevention, Disabilities Awareness, Ergonomics-Basic Workstation Safety, Lead Worker and Effective Supervisor.

In addition, the Training and Conference Center is also responsible for the sales, marketing, operations and management of fee-based services such as conference room space rentals, computer training, and training and organizational consulting to corporate and non-profit organizations, city and district entities, as well as County departments.

Goal:

To promote growth and professional development in individuals and their organizations by offering training seminars, organizational consulting and state-of-the-art technology in Conference Center space.

Objectives:

- Provide training workshops, seminars, and learning interventions focused on leadership, communication skills, problem solving, employment practices, and other identified need areas so that County managers/staff are more effective in providing services to their staff, to co-workers and to the public.
- Provide organizational development services so that organizations can better serve the public and achieve their business/organizational goals.
- Provide computer software training for business operations, thereby increasing productivity of organizations to deliver higher quality services to the public.
- Provide: a) training on public presentations, meeting facilitation and group dynamics/communication and b) meeting space to County departments, to enhance the efficiency and effectiveness of seminars and meetings for County departments.
- Generate revenue to support Conference Center's on-going operation by increasing the utilization of the Conference Center's space and technology by external (non-County) customers, providing the business community with an avenue for communication, networking and training.
- Develop plans for countywide "Developing Future Leaders in Alameda County (Succession Planning) Program" to begin to address future work force needs through the following: a) refining the process to identify employee talent and interest, b) developing a strategy for leveraging needed resources for employee development/growth, and c) identification of automated solutions for tracking/facilitating this effort.

Performance Measures:

Training and Conference Center	FY 2001 Actual	FY 2002 Actual*	FY 2003 Goal	FY 2004 Goal
Effectiveness Measures				
# and % of Participants who Indicate that Training Content was Useful to their Job	n/a	705 98%	1,500 100%	1,500 100%
# and % of Organizations Served who Indicate that their Participants are Better Able to Perform	n/a	4 100%	10 100%	10 100%
# and % of Participants Served that Indicate that Training Content Software Skill Area was Useful to their Job	n/a	111 91%	400 100%	400 100%
# of Internal or County Bookings for Conference Center Space and/or Videoconferencing	n/a	916	1,168	900
# of External Bookings for Conference Center Space and/or Videoconferencing	n/a	96	130	100
# of Employees Interviewed for Developing Future Leaders Program	n/a	n/a	n/a	100

*FY 2002 – partial year data

Budget Units Included:

10000-180000 Human Resources	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	3,833,581	4,708,957	7,648,448	8,553,226	7,780,563	132,115	(772,663)
S&S	4,050,959	3,835,154	6,459,530	6,277,881	6,166,903	(292,627)	(110,978)
Fixed Assets	0	7,873	7,907	7,907	7,907	0	0
Intra Fund Transfers	(1,550,450)	(1,510,360)	(1,200,000)	(929,868)	(788,398)	411,602	141,470
Net Appropriation	6,334,090	7,041,624	12,915,885	13,909,146	13,166,975	251,090	(742,171)
Financing							
Revenue	2,546,678	2,338,336	3,484,805	3,618,421	3,186,839	(297,966)	(431,582)
Total Financing	2,546,678	2,338,336	3,484,805	3,618,421	3,186,839	(297,966)	(431,582)
Net County Cost	3,787,412	4,703,288	9,431,080	10,290,725	9,980,136	549,056	(310,589)
FTE - Mgmt	NA	NA	69.08	71.33	64.67	(4.41)	(6.66)
FTE - Non Mgmt	NA	NA	19.37	17.37	16.95	(2.42)	(0.42)
Total FTE	NA	NA	88.45	88.70	81.62	(6.83)	(7.08)
Authorized - Mgmt	NA	NA	78	81	79	1	(2)
Authorized - Non Mgmt	NA	NA	41	115	146	105	31
Total Authorized	NA	NA	119	196	225	106	29

INFORMATION TECHNOLOGY DEPARTMENT

Dave Macdonald
Director

Financial Summary

Information Technology Department	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	39,642,986	38,799,992	(728,016)	173,289	38,245,265	(1,397,721)	-3.5%
Revenue	35,558,080	36,318,215	(675,000)	173,289	35,816,504	258,424	0.7%
Net	4,084,906	2,481,777	(53,016)	0	2,428,761	(1,656,145)	-40.5%
FTE - Mgmt	110.33	123.17	0.00	(1.00)	122.17	11.84	10.7%
FTE - Non Mgmt	73.67	78.08	(2.00)	0.00	76.08	2.41	3.3%
Total FTE	184.00	201.25	(2.00)	(1.00)	198.25	14.25	7.7%

MISSION STATEMENT

To provide information technology consulting, system development, Internet and Intranet, strategic planning, data center services, application support, and network services to County departments and agencies.

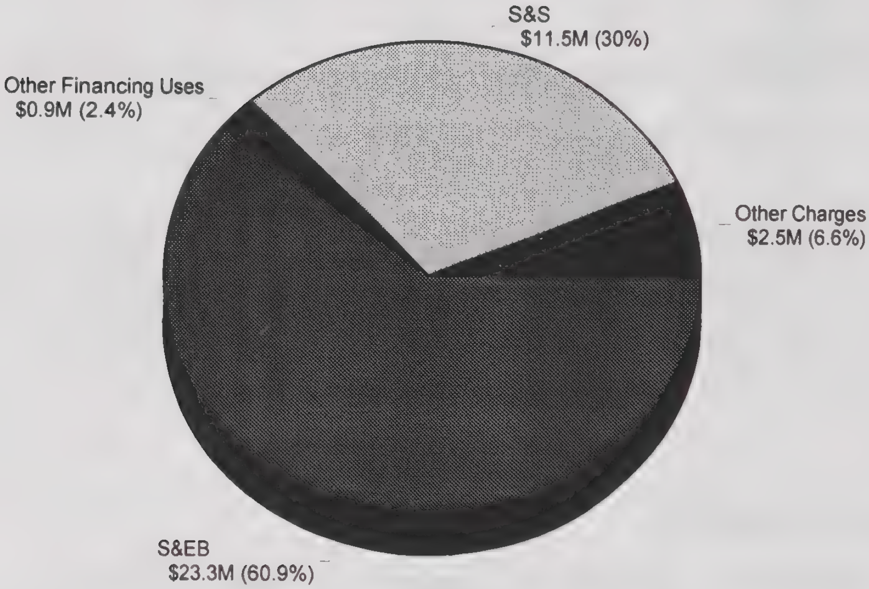
MANDATED SERVICES

The Information Technology Department provides support services to departments in carrying out their mandated services.

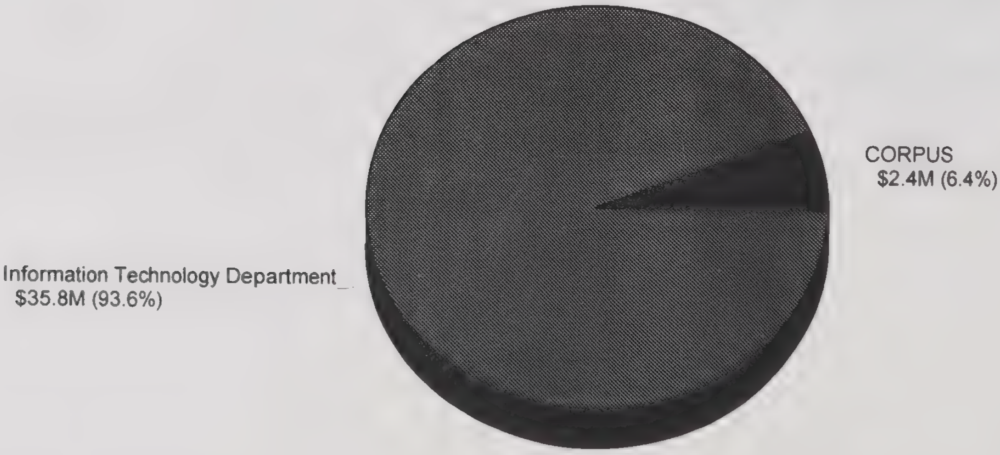
DISCRETIONARY SERVICES

All services are discretionary.

Total Appropriation by Major Object



Total Appropriation by Budget Unit



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 201.25 full-time equivalent positions at a net county cost of $2,481,777. Maintenance of Effort Budget adjustments necessary to support programs in 2003-04 result in a net county cost decrease of $1,603,129 and an increase of 17.25 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**39,642,986**	**35,558,080**	**4,084,906**	**184.00**
Salary & Benefit COLA increase	444,773	439,524	5,249	0.00
Retirement contribution increase	1,505,610	1,501,112	4,498	0.00
Reclassification/transfer of positions	0	0	0	4.42
Adjustments related to completion of ALCOLINK HRMS Project	(4,317,998)	(2,505,285)	(1,812,713)	12.83
Increase in software rents and leases	340,832	340,832	0	0.00
Internal Service Fund adjustments	330,677	130,840	199,837	0.00
Increase in contingencies	533,709	533,709	0	0.00
Increase in County indirect charges	319,403	319,403	0	0.00
Subtotal MOE Changes	**(842,994)**	**760,135**	**(1,603,129)**	**17.25**
2003-04 MOE Budget	**38,799,992**	**36,318,215**	**2,481,777**	**201.25**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**38,799,992**	**36,318,215**	**2,481,777**	**201.25**
Reduce network upgrade expenditures	(547,931)	(547,931)	0	0.00
Eliminate vacant funded ITD pay units	(127,069)	(127,069)	0	(2.00)
Reduce ISF charges based on GSA reductions	(714)	0	(714)	0.00
Reduce ISF charges based on ITD reductions	(52,256)	0	(52,256)	0.00
Reduce Risk Management and Workers Compensation charges	(46)	0	(46)	0.00
Subtotal VBB Changes	**(728,016)**	**(675,000)**	**(53,016)**	**(2.00)**
2003-04 Proposed Budget	**38,071,976**	**35,643,215**	**2,428,761**	**199.25**

Service Impacts

- Upgrades to the County's network will be delayed.

- The County's ability to provide entry-level employment opportunities to individuals will be reduced.

The Proposed Budget includes funding for 199.25 full-time equivalent positions at a net county cost of $2,428,761.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Information Technology Department include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**38,071,976**	**35,643,215**	**2,428,761**	**199.25**
Bd Apprv'd Midyear Adjustments to various user departments and agencies	173,289	173,289	0	(1.00)
Subtotal Board/Final Changes	**173,289**	**173,289**	**0**	**(1.00)**
2003-04 Approved Budget	**38,245,265**	**35,816,504**	**2,428,761**	**198.25**

The Final Budget includes funding for 198.25 full-time equivalent positions at a net county cost of $2,428,761.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 198.25 full-time equivalent positions at a net county cost of $2,428,761.

MAJOR SERVICE AREAS

INFORMATION TECHNOLOGY

Information Technology provides support services to departments including systems and programming services for design, development and programming of new applications, enhancements of existing systems, program modification and maintenance. The department also provides computer operations, teleprocessing, network, production, office systems, training and software support services to County departments.

Goal:

To provide systems and programming and office systems support and assistance to enable departments to maintain a high level of service and reduce the cost of government.

Objectives:

- Implement the first phase of the Treasurer-Tax Collector and Auditor-Controller portion of the IMPROVE System by July 2004.
- Continue to support the Social Services Agency with the implementation of the CalWIN Project, which will replace the current Case Data System (CDS) by March 2005.
- Implement electronic check payment options for all tax payments.
- Begin system design for Automated Business License application renewals.
- Develop a system to sell tax defaulted land bidder information packets over the Internet and provide integration with vendor service to conduct on-line auction.
- Develop Intranet integrated tax bill search by name and address.
- Provide technical assistance to support the Treasurer-Tax Collector remittance and cashiering system acquisition by October 2003 including input on request for proposal (RFP) creation.
- Enhance online services search tools so public can quickly and conveniently locate County services.
- Develop solutions to allow citizens to purchase documents online.
- Assist Department of Child Support Services (DCSS) in the conversion of the County BEST system to the state system, CASES.
- Provide support for the County budget system as required to complement changes performed in the PeopleSoft Financials system and the Position Request system by June 2004.
- Provide a Web-based interface to the Budget and Position Request systems in order to improve application usability and facilitate general system access by June 2004.
- Provide a missing persons interface from the County's Automated Warrant System (AWS) to the Department of Justice by June 2004.
- Upgrade ALCOLINK Financial applications to utilize new Web-based PeopleSoft software by June 2004.

Performance Measures:

INFORMATION TECHNOLOGY	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Help Desk Tickets Opened	n/a	29,660	38,547	42,402
Number of County Website Visitors (millions)	n/a	n/a	1.5	2.3
E-mail Users – Internal (millions)	n/a	31.1	34.5	38.0
– External (millions)		11.7	13.0	14.3
Efficiency Measures				
Help Desk Tickets Completed	n/a	29,660	38,547	42,402
Number of Tax Payments On-Line	n/a	2,829	3,536	4,420
Dollar Amount of Tax Payments (millions)	n/a	$4.6	$5.5	$6.6
Number of Moving Violations Payments On-line	9,530	16,130	20,162	25,203
Dollar Amount of Moving Violations Payments (millions)	$1.5	$2.6	$3.0	$3.6

CORPUS

The Criminal Oriented Records Production Unified System (CORPUS), is a criminal justice information system, which stores and processes data on adult defendants from the time of booking or complaint through adjudication, sentencing, custody, probation, and release. The system serves 34 agencies in Alameda County.

Goal:

To develop new information systems that put mission critical data directly and quickly in the hands of users, utilizing current technology and appropriate platforms, including centralized and distributed processing.

Objectives:

- Complete implementation of the relational database for use in new applications and ad-hoc reporting.
- Enhance Prop 36 application to support parole cases, out-of-county cases, and incorporate warrant status information.
- Define strategy to deploy Web-based system allowing law enforcement to query criminal case record history with a focus on person summary.
- Build interface to data from Sheriff's fingerprint system and Oakland Police Department's new jail management system.

Performance Measures:

CORPUS	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
On-Line Transactions Usage (millions)	9.2	10.2	10.8	10.8

Budget Units Included:

10000-210100 CORPUS	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	73,082	78,975	79,043	88,790	88,773	9,730	(17)
S&S	1,561,601	1,904,513	2,193,150	2,392,987	2,339,988	146,838	(52,999)
Net Appropriation	1,634,683	1,983,488	2,272,193	2,481,777	2,428,761	156,568	(53,016)
Net County Cost	1,634,683	1,983,488	2,272,193	2,481,777	2,428,761	156,568	(53,016)
FTE - Mgmt	NA	NA	1.00	1.00	1.00	0.00	0.00
FTE - Non Mgmt	NA	NA	0.00	0.00	0.00	0.00	0.00
Total FTE	NA	NA	1.00	1.00	1.00	0.00	0.00
Authorized - Mgmt	NA	NA	1	1	1	0	0
Authorized - Non Mgmt	NA	NA	0	0	0	0	0
Total Authorized	NA	NA	1	1	1	0	0

31040-380100 Information Technology Department	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	15,462,668	18,879,203	19,476,823	23,433,622	23,192,358	3,715,535	(241,264)
S&S	7,742,612	8,458,447	8,940,804	9,412,476	9,152,029	211,225	(260,447)
Other	861,499	924,968	2,531,854	2,543,037	2,543,037	11,183	0
Other Financing Uses	0	0	395,371	929,080	929,080	533,709	0
Net Appropriation	24,066,779	28,262,618	31,344,852	36,318,215	35,816,504	4,471,652	(501,711)
Financing							
Revenue	21,923,148	28,037,358	31,344,852	36,318,215	35,816,504	4,471,652	(501,711)
Total Financing	21,923,148	28,037,358	31,344,852	36,318,215	35,816,504	4,471,652	(501,711)
Net County Cost	2,143,631	225,260	0	0	0	0	0
Fixed Assets	0	0	56,305	56,305	56,305	0	0
FTE - Mgmt	NA	NA	109.33	122.17	121.17	11.84	(1.00)
FTE - Non Mgmt	NA	NA	73.67	78.08	76.08	2.41	(2.00)
Total FTE	NA	NA	183.00	200.25	197.25	14.25	(3.00)
Authorized - Mgmt	NA	NA	154	154	153	(1)	(1)
Authorized - Non Mgmt	NA	NA	86	86	84	(2)	(2)
Total Authorized	NA	NA	240	240	237	(3)	(3)

COUNTY LIBRARY

Linda Wood
County Librarian

Financial Summary

County Library	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	22,584,929	21,225,985	0	(306,705)	20,919,280	(1,665,649)	-7.4%
Property Tax	11,068,103	12,191,632	0	0	12,191,632	1,123,529	10.2%
AFB	3,673,647	3,053,141	0	(13,815)	3,039,326	(634,321)	-17.3%
Revenue	7,843,179	5,981,212	0	(292,890)	5,688,322	(2,154,857)	-27.5%
Net	0	0	0	0	0	0	0.0%
FTE - Mgmt	47.42	48.42	0.00	0.00	48.42	1.00	2.1%
FTE - Non Mgmt	173.96	177.37	0.00	(3.66)	173.71	(0.25)	-0.1%
Total FTE	221.38	225.79	0.00	(3.66)	222.13	0.75	0.3%

MISSION STATEMENT

To provide and protect access to books, information and library services that promote learning, cultural enrichment and appreciation and enjoyment for everyone.

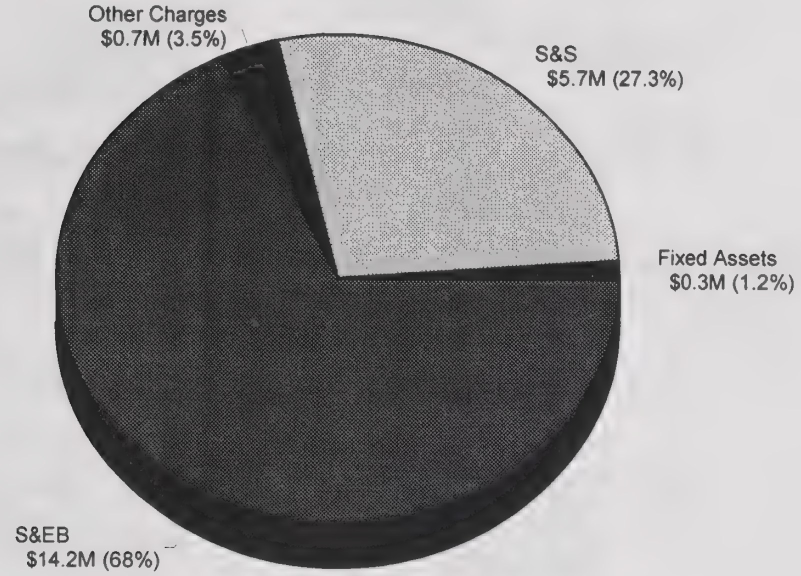
MANDATED SERVICES

The Education Code allows the Board of Supervisors to establish and maintain a County free library and to provide library services to unincorporated areas and to cities wishing to participate in the County free library system.

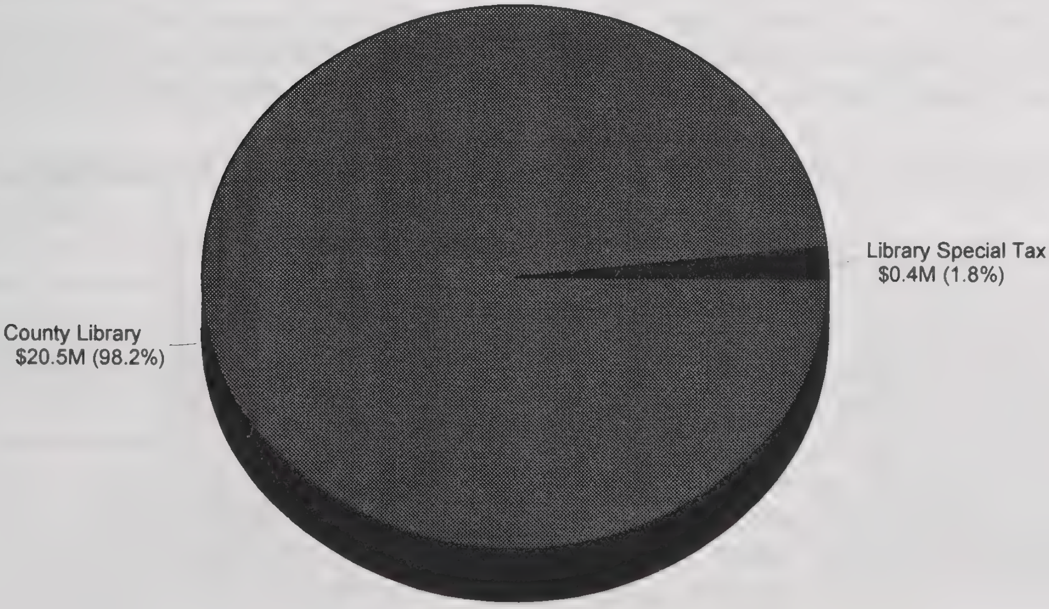
DISCRETIONARY SERVICES

There are three program areas within the County Library which provide library services to five participating cities, the unincorporated areas, and County institutions. Services are provided in the cities of Dublin, Fremont, Newark, Union City, and Albany. Branch libraries in San Lorenzo and Castro Valley serve unincorporated areas. Outreach services are provided through the Bookmobile, the Literacy Program, the Senior Outreach Program, the County Jails, and by contract to the Federal Correctional Institution in Dublin. The Business Library is located in the Fremont Main Library.

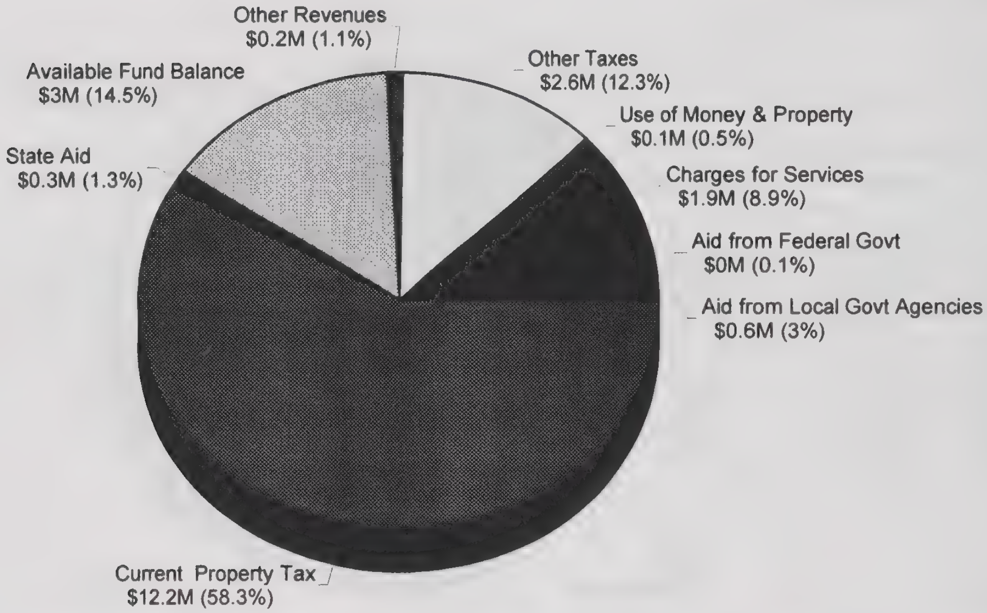
Total Appropriation by Major Object



Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 225.79 full-time equivalent positions at no net county cost. Maintenance of Effort Budget adjustments reflect a decrease of $1,358,944 in appropriations and revenue due to the reduction of State and contract revenue and an increase of 4.41 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**22,584,929**	**22,584,929**	**0**	**221.38**
Salary & Benefit COLA increase	413,124	413,124	0	0.00
Retirement contribution increase	526,239	526,239	0	0.00
Reclassification/transfer of positions	(27,560)	(27,560)	0	(0.42)
Internal Service Fund adjustments	90,958	90,958	0	0.00
Dublin Library start-up costs	(475,940)	(475,940)	0	4.83
Reduce City contracts	(783,224)	(783,224)	0	0.00
State and other Revenues	(1,102,541)	(1,102,541)	0	0.00
Subtotal MOE Changes	**(1,358,944)**	**(1,358,944)**	**0**	**4.41**
2003-04 MOE Budget	**21,225,985**	**21,225,985**	**0**	**225.79**

VALUES-BASED BUDGETING ADJUSTMENTS

No adjustments are required.

The Proposed Budget includes funding for 225.79 full-time equivalent positions at no net county cost.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the County Library budget include:

Board/Final Adjustments	**Appropriation**	**Revenue**	**Net County Cost Inc/(Dec)**	**FTE**
2003-04 Proposed	**21,225,985**	**21,225,985**	**0**	**225.79**
Contract amendment with the City of Fremont	(256,741)	(256,741)	0	(3.66)
Reduced State funding	(49,964)	(49,964)	0	0.00
Subtotal Board/Final Changes	**(306,705)**	**(306,705)**	**0**	**(3.66)**
2003-04 Approved Budget	**20,919,280**	**20,919,280**	**0**	**222.13**

The Final Budget provides funding for 222.13 full-time equivalent positions at no net county cost.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 222.13 full-time equivalent positions at no net county cost major service areas

MAJOR SERVICE AREAS

PUBLIC SERVICES

Public Services provides direct user services for children, young adults, adults, and senior adults and system-wide coordination of quality public services. The services include providing a collection of materials including books, magazines and newspapers, videos, audio-cassettes, compact discs, pamphlets, and automated resources for users of all ages; reference and information services in person and by telephone; Internet access for the public; special programming for children, including the Summer Reading Game and the Booklegger Program which utilizes volunteers to give book talks to school age children; literacy tutoring, including a Jails Literacy Program; and a Senior Outreach Program using volunteers to take library materials to shut-ins.

Goal:

To increase public awareness and use of library services and resources.

Objectives:

- Increase the use of the Library by increasing the number of registered users as a percent of the population.
- Increase the use of the Library by increasing overall and per capita circulation of library materials.
- Increase awareness of the Library, its services and programs by instituting a National Library Week marketing campaign.

Workload Measures:

Library	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Library Visits (millions)	1.8	2.0	2.0	2.1
# of Registered Library Card Holders	254,502	286,894	289,500	292,000
# of Items Checked Out (millions)	3.4	4.0	4.0	4.1
# of Per Capita Library Visits	3.93	4.04	4.07	4.10
Registered Library Card Holders As a % of Population	52%	56.07%	56.5%	57%
# of Items Checked Out Per Capita	6.51	7.49	7.55	7.62
Website Views (millions)	2.2	2.7	2.8	3.0
Library Displays in Community Venues	n/a	n/a	10	15

Goal:

To improve the quality of life for children and young adults in the Alameda County Library service area by providing library programs which promote learning and enjoyment.

Objectives:

- Provide homework assistance for children and young adults.
- Provide materials, programs and services for children.
- Provide materials, programs and services for young adults.

Workload Measures:

Library	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Children and Young Adults Using the Homework Assistance Program in Branch Libraries	n/a	2,175	3,351	4,355
# of Children's Materials Circulated (millions)	1.5	1.7	1.7	1.7

Library	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Children's Programs Presented	1,347	1,430	1,440	1,450
Attendance at Children's Programs	37,950	43,153	43,200	43,300
# of Young Adult Materials Circulated	107,845	119,604	125,000	130,000
# of Young Adult Programs Presented	51	64	70	80
Attendance at Young Adult Programs	1,622	3,260	3,500	4,000
# of In-Service Programs for School Personnel	2	5	6	8
Attendance at In-Service Programs for School Personnel	12	37	40	50

Goal:

To provide and facilitate access to information, books and other materials that meet the educational, informational and recreational needs of library users in a timely, accurate manner and in appropriate languages.

Objectives:

- Increase the use of the Library's Website.
- Increase the number and use of library materials in international languages reflecting the cultures and languages used in our service area.
- Improve library users' access to, and circulation from, other public and academic libraries in California.
- Purchase/begin service with new Bookmobile.

Workload Measures:

Library	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of User Sessions Recorded on Library Website (millions)	0.9	1.1	1.1	1.2
# of International Languages Represented in Library Collections	34	34	35	36
# of Library Materials in International Languages	38,358	42,592	43,000	43,500
Circulation of Library Materials in International Languages	115,339	154,562	160,000	170,000
# of Materials Borrowed for Library Users from Other Public and Academic Libraries in California	539	4,033	5,000	6,000

Goal:

To improve the quality of life by assisting communities to plan and implement new or improved library buildings.

Objectives:

- Work with community and other County agencies/departments to develop and implement plans for a new Castro Valley Library.
- Work with the City of Newark, Ohlone College, the Newark Unified School District and other County agencies/departments to develop and implement plans for a new Newark Library.
- Work with community and other County agencies/departments to develop and implement plans for a new San Lorenzo Library.
- Work as requested with cities in our service area to assess community needs and plan new or improved buildings.

Performance Measures:

Library	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Installation of all Collections, Installation & Testing of all Equipment Prior to the Opening of the Dublin Library	0	Completed Preparation and Ordering of All Materials and Equipments	Opening in Spring 2003	Successful operation of new library in first fiscal year
Development of Plans for a New San Lorenzo Library	Needs Assessment	Site Selection in Process	Site Selected; Conceptual Plans Begun	Application for Funding Submitted
Documented Response to Requests from Cities to Collaborate in Assessing Need for, and Planning of, New or Improved Library Buildings		Union City Needs Assessment in Process	Complete Site Selection for Union City Complete Joint Planning with City of Newark, Ohlone College, Newark Unified School District	Complete Funding Application for Union City Implementation of Joint Plan with City of Newark, Ohlone College, Newark Unified School District
Development and Implementation of Plans for a New Castro Valley Library	Needs Assessment Completed	Application for Funding Completed and Submitted	Funding Application Resubmitted	Funding Required; Schematic Plans Completed

Goal:

To improve the quality of life for adults and senior adults by providing library programs which promote learning enjoyment.

Objectives:

- Provide programming targeting the information, education and recreation needs of adults.
- Provide programming targeting the information, education and recreation needs of senior adults.

Workload Measures:

Library	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Attendance at Adult Programs	5,183	5,601	6,161	6,777
Attendance at Senior Adult Programs	0	795	850	900

Budget Units Included:

21300-360100 County Library	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	10,493,892	11,694,171	13,257,426	14,465,057	14,225,755	968,329	(239,302)
S&S	4,679,643	5,531,659	7,880,866	5,474,731	5,407,328	(2,473,538)	(67,403)
Other	440,226	521,481	524,623	722,703	722,703	198,080	0
Fixed Assets	135,862	63,894	183,175	183,175	183,175	0	0
Other Financing Uses	0	13,936	0	0	0	0	0
Net Appropriation	15,749,623	17,825,141	21,846,090	20,845,666	20,538,961	(1,307,129)	(306,705)
Financing							
Property Tax	9,317,200	10,208,258	10,867,582	11,965,171	11,965,171	1,097,589	0
AFB	800,413	24,770	3,247,991	3,021,467	3,007,652	(240,339)	(13,815)
Revenue	7,635,888	8,018,656	7,730,517	5,859,028	5,566,138	(2,164,379)	(292,890)
Total Financing	17,753,501	18,251,684	21,846,090	20,845,666	20,538,961	(1,307,129)	(306,705)
Net County Cost	(2,003,878)	(426,543)	0	0	0	0	0
FTE - Mgmt	NA	NA	47.42	48.42	48.42	1.00	0.00
FTE - Non Mgmt	NA	NA	173.96	177.37	173.71	(0.25)	(3.66)
Total FTE	NA	NA	221.38	225.79	222.13	0.75	(3.66)
Authorized - Mgmt	NA	NA	53	51	51	(2)	0
Authorized - Non Mgmt	NA	NA	356	400	400	44	0
Total Authorized	NA	NA	409	451	451	42	0

21400-360200 Library Special Tax	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	192,958	256,456	550,300	306,319	306,319	(243,981)	0
Fixed Assets	0	16,744	188,539	74,000	74,000	(114,539)	0
Net Appropriation	192,958	273,200	738,839	380,319	380,319	(358,520)	0
Financing							
Property Tax	165,956	184,347	200,521	226,461	226,461	25,940	0
AFB	181,785	(4,968)	425,656	31,674	31,674	(393,982)	0
Revenue	98,091	155,591	112,662	122,184	122,184	9,522	0
Total Financing	445,832	334,970	738,839	380,319	380,319	(358,520)	0
Net County Cost	(252,874)	(61,770)	0	0	0	0	0

PUBLIC WORKS AGENCY

Donald J. LaBelle
Director

Financial Summary

Public Works Agency	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	110,866,964	103,967,403	(8,094)	0	103,959,309	(6,907,655)	-6.2%
Property Tax	16,917,596	17,953,900	0	0	17,953,900	1,036,304	6.1%
AFB	22,686,839	20,430,045	0	0	20,430,045	(2,256,794)	-9.9%
Revenue	70,937,075	65,244,986	0	0	65,244,986	(5,692,089)	-8.0%
Net	325,454	338,472	(8,094)	0	330,378	4,924	1.5%
FTE - Mgmt	79.23	78.23	0.00	1.00	79.23	0.00	0.0%
FTE - Non Mgmt	382.23	382.89	0.00	(1.00)	381.89	(0.34)	-0.1%
Total FTE	461.46	461.12	0.00	0.00	461.12	(0.34)	-0.1%

MISSION STATEMENT

To provide the people of Alameda County a good return on their investment in public works and to contribute to the vitality of commerce and economic development of the region while protecting the quality of life in Alameda County.

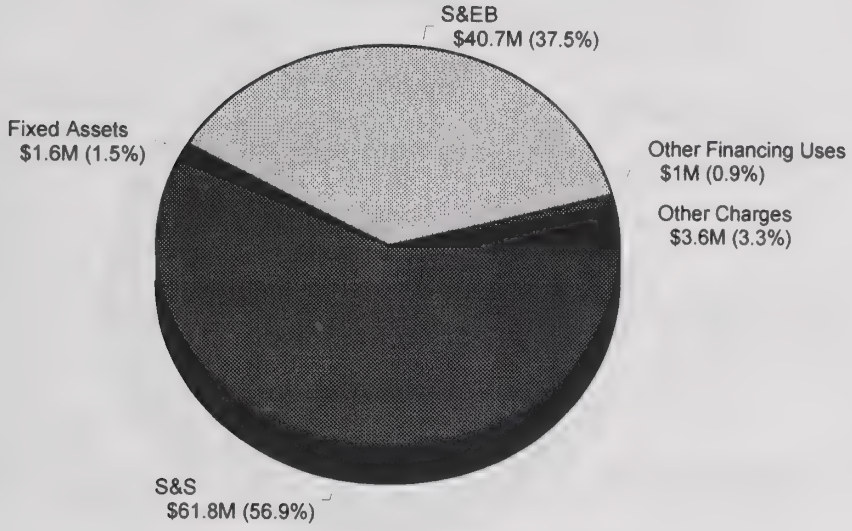
MANDATED SERVICES

Mandated services include building inspection, County Surveyor, flood control, control of stormwater pollution, road services, street lighting, and transportation planning. Specific statutes, ordinances, the Board of Supervisors or the Agency head determines the level of mandated services provided by the Public Works Agency.

DISCRETIONARY SERVICES

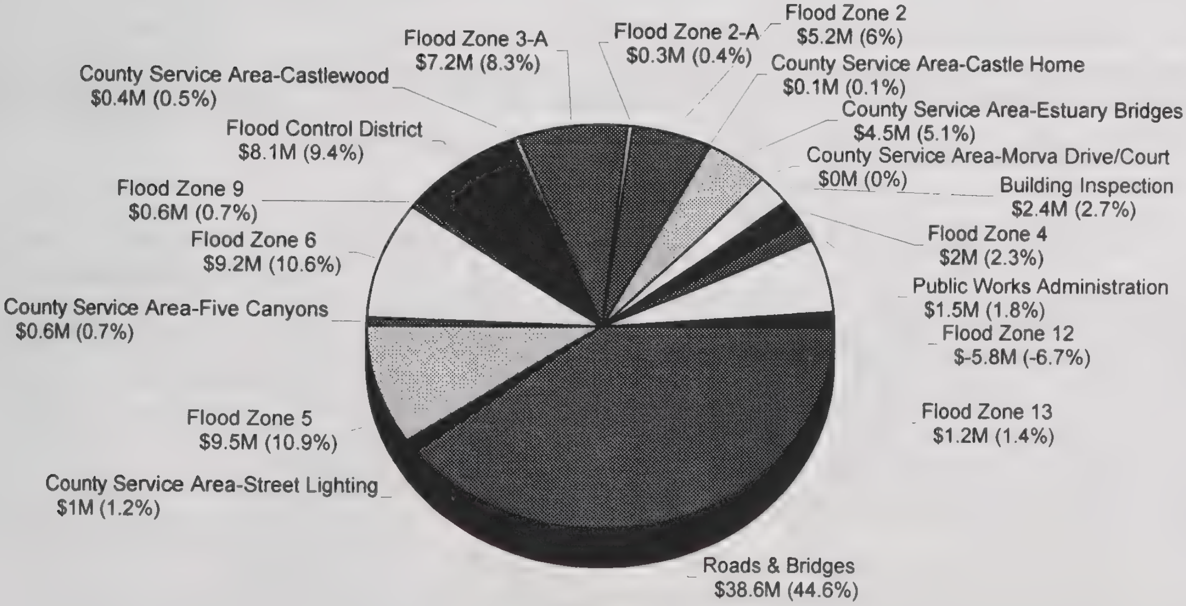
Discretionary services and programs carried out by the Agency include the school crossing guard program and the annual radar speed survey. Additionally, the Agency provides staff support to the Alameda County Art Commission.

Total Appropriation by Major Object

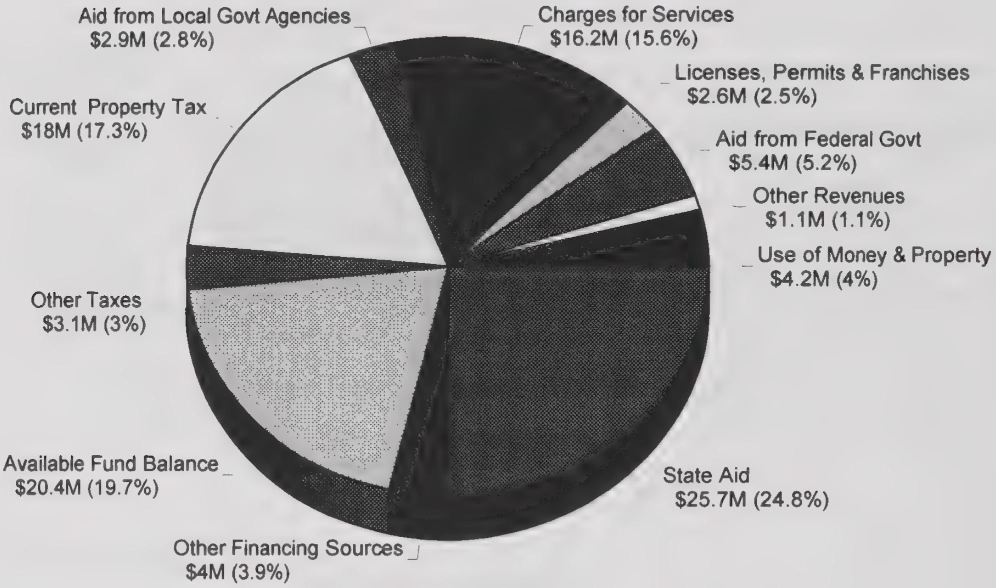


Intra Fund Transfers $-22M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 461.12 full-time equivalent positions at a net county cost of $338,472. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $13,018 and a reduction of 0.34 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**110,866,964**	**110,541,510**	**325,454**	**461.46**
Salary & Benefit COLA increase	2,413,827	2,405,809	8,018	0.00
Retirement contribution increase	2,084,700	2,084,700	0	0.00
Reclassification/transfer of positions	0	0	0	(0.34)
Internal Service Fund adjustments	(443,150)	(443,150)	0	0.00
Road Repair and Development Projects	(2,181,686)	(2,181,686)	0	0.00
Flood Control Projects	(7,825,032)	(7,825,032)	0	0.00
County Service Area Projects	1,394,393	1,394,393	0	0.00
Paratransit transfer to ACTA	(3,952,000)	(3,952,000)	0	0.00
Increase to Designations	994,000	994,000	0	0.00
Building Inspection	155,637	155,637	0	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Annex costs	446,732	446,732	0	0.00
Crossing Guards/Surveyors	13,018	8,018	5,000	0.00
Subtotal MOE Changes	**(6,899,561)**	**(6,912,579)**	**13,018**	**(0.34)**
2003-04 MOE Budget	**103,967,403**	**103,628,931**	**338,472**	**461.12**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**103,967,403**	**103,628,931**	**338,472**	**461.12**
Reassign 10% of Supervising Crossing Guard duties to administration	(5,000)	0	(5,000)	0.00
Reduce ISF charges based on GSA reductions	(3,094)	0	(3,094)	0.00
Subtotal VBB Changes	**(8,094)**	**0**	**(8,094)**	**0.00**
2003-04 Proposed Budget	**103,959,309**	**103,628,931**	**330,378**	**461.12**

Service Impacts

Values-Based Budgeting adjustments for the Public Works Agency will have no impact upon their client population.

The Proposed Budget includes funding for 461.12 full-time equivalent positions at a net county cost of $330,378.

FINAL BUDGET ADJUSTMENTS

No adjustments required.

The Final Budget provides funding for 461.12 full-time equivalent positions at a net county cost of $330,378.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 461.12 full-time equivalent positions at a net county cost of $330,378.

MAJOR SERVICE AREAS

AGENCY ADMINISTRATION AND THE MANAGEMENT SERVICES DEPARTMENT

Agency Administration and the Management Services Department provide administrative, personnel, business and fiscal services to the operating departments of the Public Works Agency. Rail development, liaison to the Board of Supervisors, and support for the Art Commission are coordinated by Administration.

The **Contract and Labor Compliance** program creates a “level playing field” for Small, Local, and Emerging Business (SLEB) enterprises as well as actively pursuing contracting, subcontracting, and procurement opportunities for Disadvantaged Business Enterprises (DBE).

The **Crossing Guard Program** helps children safely cross streets and roads as they walk to school.

The **Office of Program and Policy Development** provides community outreach, policy and program formulation, analysis, development and implementation for Transportation, Flood Control, Water Resources, and other public works services.

DEVELOPMENT SERVICES DEPARTMENT

Development Services assists in planning new subdivisions, commercial developments, and infrastructure to support development through the review of development plans and inspection of building construction and land development; assures compliance with building regulations in the unincorporated areas of the County; and coordinates a countywide effort to control stormwater pollution.

The **Building Inspection Division** regulates and inspects all private and commercial building construction in the unincorporated areas.

The **Land Development Division** processes and maintains filed maps and records; reviews drainage plans; administers permit procedures for grading, road, flood, watercourse, and surface mining; administers special drainage area projects; inspects permit construction; and administers and coordinates County Service Areas, State and Federally-mandated and voter-approved programs.

The **Clean Water Division** manages the Alameda Countywide Clean Water Program and the Unincorporated Area and Flood Control District clean water programs and implements surface water programs for monitoring, evaluating and reporting quality and quantity of water.

ENGINEERING AND CONSTRUCTION DEPARTMENT

Engineering and Construction plans, designs, and inspects construction of County roads, bridges, flood control projects; inspects County building architectural projects; functions as the County Surveyor; provides traffic, transportation planning, watershed management, real estate, environmental review and compliance services.

Administrative Services provides consultant contract services, quarterly data evaluation, and administrative and budget support to programs and projects within the Engineering & Construction Department.

Construction Program procures funding reimbursements, administers construction contracts and provides construction, engineering and inspection services for all Road and Flood Control capital improvement projects.

The **Materials Testing Lab** performs material testing for the Department and other agencies and cities.

The **Flood Control Program** protects from flooding or erosion of local streams, channels or other flood control facilities.

The **Road Program** provides transportation planning, design, and traffic engineering of the road network and implements the road capital improvement program.

MAINTENANCE AND OPERATIONS DEPARTMENT

Maintenance and Operations maintains the County's infrastructure, which includes 500 miles of roadway with 153 traffic signals, and 570 miles of flood control works; operates and maintains 22 pump stations and the six bridges that span the Oakland–Alameda estuary; and maintains 370 Agency-owned vehicles and 200 vehicles for other agencies and cities.

Maintenance and Operations services include providing landscape, streetscape and flood control services to the citizens of Alameda County.

Other Public Works and Facilities include street lighting, road maintenance, sewer and estuary bridge County Service Areas (CSAs).

AGENCY-WIDE GOALS & OBJECTIVES

Goal:

> To develop, guide, and support pollution control activities that protect and improve the quality of water flowing through County creeks and channels flowing to San Francisco Bay to make the Bay safe for fishing and swimming.

Objectives:

- Implement first year tasks mandated by reissued Non Point Discharge Elimination System (NPDES) stormwater permit (FY 2003- 2008), and continue partnership with Regional Water Quality Control Board for permit period (through FY 2008).
- Participate jointly with and assist other jurisdictions in the Bay Area to share ideas and resources on preventing water pollution.
- In order to provide an environment in which students can learn, share ideas, and express appreciation for the value of healthy watersheds and creek communities, hold teacher training workshops and classroom presentations through Bay Savers, Kids in Creeks, Marshes & Gardens and other Clean Water Program school education activities.

Performance Measures:

	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Industrial Inspections Performed-Unincorporated Area	359	236	250	250
# of Scientific Studies Performed in Collaboration with Other Jurisdictions	3	3	4	4
Effectiveness Measures				
Acceptance Rate by Regulators of All Recommendations for Permit Terms and Completion of Activities Mandated by Permit	98%	95%	90%	90%
% of "Superior" Ratings Received from Teacher/creek Workshop Attendees	n/a	82%	75%	75%
% of "Superior" Ratings by Educators/Parents for Art-Based Programs	n/a	80%	75%	75%

Goal:

To preserve the quality of life of Alameda County residents, enhance commerce, encourage the restoration of natural creeks, provide for better wildlife habitat by reducing the incidence and potential for flooding and erosion through flood control planning, designing, funding, and implementation of the flood control capital improvement program.

Objectives:

- Provide greater flood protection by improving either the capacity or maintenance accessibility of flood control facilities.

- Restore creeks to a natural state with improved wildlife habitat while maintaining the necessary flood protection and adhering to all local, State and Federal regulations.

Performance Measures:

	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Completed Project Study Reports for Future Capital Improvement Projects	11	7	7	8
# of Completed Plans, Specifications and Estimates for Current Capital Projects	n/a	n/a	6	6
# of Public Workshops Held	n/a	7	9	6

Goal:

To preserve, enhance, and maintain the mobility and quality of life of County residents and commerce through transportation planning of the road network, improvements to and maintenance of neighborhood streets, and implementation of the road capital improvement program.

Objectives:

- Maximize transportation funding for the unincorporated areas of the County.

- Maintain or increase the condition of pavements; fill potholes on a timely basis and effectively; maximize the pavement rehabilitated within available funding; provide wheelchair accessibility along overlay and reconstruction roadways; and maximize the design lifecycle of roadways.

- Partner with communities to help them regain quality of life through traffic calming designed to reduce speeds, reduce traffic volumes, and improve traffic safety in residential neighborhoods, and to work effectively with communities to help identify, reach consensus on, and install appropriate traffic-calming measures.

- Provide street sweeping services that leave the environment aesthetically pleasing and free of health hazards, and reduce the amount of debris going into the storm drains and into the Bay.

- Provide a high quality sidewalk surface for the unincorporated area residents of the County.

Performance Measures:

	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Transportation Funding Grants Applied For	15	19	17	10
Miles of Chip Seal Installed	60	60	60	60
Miles of Slurry Seal Installed	15.5	2	4	4
Miles of Overlay Installed	9	9	4	8
# of Sidewalks Repaired	50	50	10	50
# of Ramps Installed for the Disabled	159	18	45	30
Efficiency Measure				
# of Times per Month Neighborhood Streets are Swept	.95	1	1	1
Effectiveness Measures				
% of Roadway Miles Rehabilitated	17.8%	13.7%	14.2%	15.2%
% of Potholes Filled within 48 Hours of Request Received	98%	90%	90%	90%
# of Days After Request that Traffic Calming Packages are Sent to Community Leaders	10	10	4	10
# of Weeks to Install Approved Speed Humps Following Installation of Street Lights	2	2	2	2
# of Cubic Yards per Day of Debris Prevented from Entering the Drainage System	15	15	15	15

Goal:

To guide and support residential and commercial building construction which is safe, durable, and of the highest utility for its intended use by County citizens.

Objectives:

- Provide convenient plan review, permit issuance, and construction inspection services that meet the needs of those wishing to perform construction activities, regardless of the number of requests received.
- Educate customers regarding safe and durable construction techniques.

Performance Measures:

	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effectiveness Measures				
% of Inspections Provided on the Day Requested	100%	100%	85%	85%
% of Next-Day Inspection Service Provided for Requests Received by 12:00 AM/Mon. – Thurs.	100%	100%	100%	100%

Budget Units Included:

10000-270100 Public Works Administration	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	184	144	0	0	0	0	0
S&S	1,155,525	1,249,488	1,514,109	1,575,715	1,567,621	53,512	(8,094)
Fixed Assets	0	0	10,000	0	0	(10,000)	0
Intra Fund Transfers	(21,897)	(25,495)	(20,000)	(20,000)	(20,000)	0	0
Net Appropriation	1,133,812	1,224,137	1,504,109	1,555,715	1,547,621	43,512	(8,094)
Financing							
Revenue	697,563	924,873	1,178,655	1,217,243	1,217,243	38,588	0
Total Financing	697,563	924,873	1,178,655	1,217,243	1,217,243	38,588	0
Net County Cost	436,249	299,264	325,454	338,472	330,378	4,924	(8,094)

10000-270200 Building Inspection	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	1,182,287	1,247,711	1,530,773	1,674,578	1,674,578	143,805	0
S&S	525,222	471,714	479,730	646,229	646,229	166,499	0
Fixed Assets	0	0	48,010	50,000	50,000	1,990	0
Other Financing Uses	0	56,573	0	0	0	0	0
Net Appropriation	1,707,509	1,775,998	2,058,513	2,370,807	2,370,807	312,294	0
Financing							
Revenue	1,640,236	1,771,634	2,058,513	2,370,807	2,370,807	312,294	0
Total Financing	1,640,236	1,771,634	2,058,513	2,370,807	2,370,807	312,294	0
Net County Cost	67,273	4,364	0	0	0	0	0

21801-270301 Flood Control District	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	6,936,451	8,597,290	11,293,445	15,299,507	15,233,492	3,940,047	(66,015)
S&S	10,295,255	12,174,659	14,920,662	11,598,979	11,664,994	(3,255,668)	66,015
Other	691,933	625,934	631,807	631,807	631,807	0	0
Fixed Assets	673,408	3,234,146	391,982	836,724	836,724	444,742	0
Intra Fund Transfers	(8,941,979)	(13,472,316)	(18,950,677)	(20,258,237)	(20,258,237)	(1,307,560)	0
Net Appropriation	9,655,068	11,159,713	8,287,219	8,108,780	8,108,780	(178,439)	0
Financing							
Property Tax	1,350,088	1,465,006	1,575,800	1,679,082	1,679,082	103,282	0
AFB	(132,394)	(34,632)	1,000,000	1,000,000	1,000,000	0	0
Revenue	5,497,984	5,042,057	5,711,419	5,429,698	5,429,698	(281,721)	0
Total Financing	6,715,678	6,472,431	8,287,219	8,108,780	8,108,780	(178,439)	0
Net County Cost	2,939,390	4,687,282	0	0	0	0	0
FTE - Mgmt	NA	NA	79.23	78.23	79.23	0.00	1.00
FTE - Non Mgmt	NA	NA	382.23	382.89	381.89	(0.34)	(1.00)
Total FTE	NA	NA	461.46	461.12	461.12	(0.34)	0.00
Authorized - Mgmt	NA	NA	86	86	87	1	1
Authorized - Non Mgmt	NA	NA	405	407	406	1	(1)
Total Authorized	NA	NA	491	493	493	2	0

21803-270311 Flood Zone 2	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	1,178,362	1,023,348	1,010,940	1,309,366	1,309,366	298,426	0
S&S	2,201,141	2,767,355	3,651,886	3,877,781	3,877,781	225,895	0
Other	8,225	0	20,000	20,000	20,000	0	0
Other Financing Uses	0	0	550,640	0	0	(550,640)	0
Net Appropriation	3,387,728	3,790,703	5,233,466	5,207,147	5,207,147	(26,319)	0
Financing							
Property Tax	1,760,581	1,810,554	1,927,950	1,966,131	1,966,131	38,181	0
AFB	1,018,376	(49,252)	1,343,860	962,409	962,409	(381,451)	0
Revenue	1,961,439	1,963,478	1,961,656	2,278,607	2,278,607	316,951	0
Total Financing	4,740,396	3,724,780	5,233,466	5,207,147	5,207,147	(26,319)	0
Net County Cost	(1,352,668)	65,923	0	0	0	0	0

21804-270321 Flood Zone 2-A	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	443	1,821	3,577	5,191	5,191	1,614	0
S&S	17,653	33,153	163,067	244,348	244,348	81,281	0
Other Financing Uses	0	0	103,000	100,000	100,000	(3,000)	0
Net Appropriation	18,096	34,974	269,644	349,539	349,539	79,895	0
Financing							
Property Tax	90,231	109,002	120,260	134,432	134,432	14,172	0
AFB	31,532	37,684	102,884	168,551	168,551	65,667	0
Revenue	53,519	40,021	46,500	46,556	46,556	56	0
Total Financing	175,282	186,707	269,644	349,539	349,539	79,895	0
Net County Cost	(157,186)	(151,733)	0	0	0	0	0

21805-270331 Flood Zone 3-A	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	1,071,377	1,021,642	1,183,870	1,399,525	1,399,525	215,655	0
S&S	2,449,403	2,594,346	4,137,982	4,286,614	4,286,614	148,632	0
Other	0	0	10,000	10,000	10,000	0	0
Other Financing Uses	0	0	1,054,200	1,500,000	1,500,000	445,800	0
Net Appropriation	3,520,780	3,615,988	6,386,052	7,196,139	7,196,139	810,087	0
Financing							
Property Tax	1,886,814	2,067,278	2,245,361	2,412,143	2,412,143	166,782	0
AFB	(1,918,299)	49,818	2,408,252	3,048,228	3,048,228	639,976	0
Revenue	1,915,659	1,844,414	1,732,439	1,735,768	1,735,768	3,329	0
Total Financing	1,884,174	3,961,510	6,386,052	7,196,139	7,196,139	810,087	0
Net County Cost	1,636,606	(345,522)	0	0	0	0	0

21806-270341 **Flood Zone 4**	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	67,274	150,616	173,800	176,506	176,506	2,706	0
S&S	112,641	140,695	816,079	1,803,314	1,803,314	987,235	0
Other	0	0	10,000	10,000	10,000	0	0
Other Financing Uses	0	0	4,240	0	0	(4,240)	0
Net Appropriation	179,915	291,311	1,004,119	1,989,820	1,989,820	985,701	0
Financing							
Property Tax	135,139	144,460	150,722	158,422	158,422	7,700	0
AFB	395,598	30,810	558,031	651,325	651,325	93,294	0
Revenue	320,921	297,099	295,366	1,180,073	1,180,073	884,707	0
Total Financing	851,658	472,369	1,004,119	1,989,820	1,989,820	985,701	0
Net County Cost	(671,743)	(181,058)	0	0	0	0	0

21807-270351 **Flood Zone 5**	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	1,489,282	1,578,669	2,064,423	2,189,577	2,189,577	125,154	0
S&S	5,812,302	3,651,889	7,082,168	6,749,882	6,749,882	(332,286)	0
Other	0	0	15,000	15,000	15,000	0	0
Other Financing Uses	0	0	1,592,960	500,000	500,000	(1,092,960)	0
Net Appropriation	7,301,584	5,230,558	10,754,551	9,454,459	9,454,459	(1,300,092)	0
Financing							
Property Tax	3,166,837	3,406,074	3,738,289	4,066,594	4,066,594	328,305	0
AFB	2,871,991	(50,156)	4,258,211	2,895,357	2,895,357	(1,362,854)	0
Revenue	2,790,092	2,623,435	2,758,051	2,492,508	2,492,508	(265,543)	0
Total Financing	8,828,920	5,979,353	10,754,551	9,454,459	9,454,459	(1,300,092)	0
Net County Cost	(1,527,336)	(748,795)	0	0	0	0	0

21808-270361 **Flood Zone 6**	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	1,370,219	1,369,724	1,671,584	1,542,675	1,542,675	(128,909)	0
S&S	2,736,431	3,587,770	5,034,048	2,806,932	2,806,932	(2,227,116)	0
Other	2,000	0	2,000,000	2,360,000	2,360,000	360,000	0
Other Financing Uses	0	0	67,640	2,500,000	2,500,000	2,432,360	0
Net Appropriation	4,108,650	4,957,494	8,773,272	9,209,607	9,209,607	436,335	0
Financing							
Property Tax	2,313,171	2,501,540	2,574,928	2,582,140	2,582,140	7,212	0
AFB	3,358,918	(40,636)	3,789,193	4,253,556	4,253,556	464,363	0
Revenue	2,375,859	3,023,745	2,409,151	2,373,911	2,373,911	(35,240)	0
Total Financing	8,047,948	5,484,649	8,773,272	9,209,607	9,209,607	436,335	0
Net County Cost	(3,939,298)	(527,155)	0	0	0	0	0

21809-270371 Flood Zone 9	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	159,755	162,297	147,796	160,127	160,127	12,331	0
S&S	204,167	455,495	387,089	411,383	411,383	24,294	0
Other Financing Uses	0	0	3,520	0	0	(3,520)	0
Net Appropriation	363,922	617,792	538,405	571,510	571,510	33,105	0
Financing							
Property Tax	107,139	109,308	110,597	119,406	119,406	8,809	0
AFB	153,360	(47,432)	170,365	194,713	194,713	24,348	0
Revenue	271,185	264,560	257,443	257,391	257,391	(52)	0
Total Financing	531,684	326,436	538,405	571,510	571,510	33,105	0
Net County Cost	(167,762)	291,356	0	0	0	0	0

21810-270381 Flood Zone 12	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	2,160,824	2,274,118	2,040,176	2,231,837	2,231,837	191,661	0
S&S	8,252,824	6,236,915	11,600,118	9,314,322	9,314,322	(2,285,796)	0
Other	9,200	0	160,000	10,000	10,000	(150,000)	0
Fixed Assets	2,274	0	0	0	0	0	0
Other Financing Uses	0	0	111,040	0	0	(111,040)	0
Net Appropriation	10,425,122	8,511,033	13,911,334	11,556,159	11,556,159	(2,355,175)	0
Financing							
Property Tax	3,494,979	3,813,171	3,980,574	4,332,990	4,332,990	352,416	0
AFB	4,124,143	(4,946)	7,404,909	4,695,277	4,695,277	(2,709,632)	0
Revenue	3,206,155	3,033,499	2,525,851	2,527,892	2,527,892	2,041	0
Total Financing	10,825,277	6,841,724	13,911,334	11,556,159	11,556,159	(2,355,175)	0
Net County Cost	(400,155)	1,669,309	0	0	0	0	0

21811-270391 Flood Zone 13	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	48,588	41,815	162,888	156,156	156,156	(6,732)	0
S&S	94,481	175,422	578,044	572,196	572,196	(5,848)	0
Other Financing Uses	0	0	812,760	500,000	500,000	(312,760)	0
Net Appropriation	143,069	217,237	1,553,692	1,228,352	1,228,352	(325,340)	0
Financing							
Property Tax	419,840	448,817	461,257	469,463	469,463	8,206	0
AFB	344,632	7,924	834,214	500,771	500,771	(333,443)	0
Revenue	240,051	179,527	258,221	258,118	258,118	(103)	0
Total Financing	1,004,523	636,268	1,553,692	1,228,352	1,228,352	(325,340)	0
Net County Cost	(861,454)	(419,031)	0	0	0	0	0

21200-270400 Roads & Bridges	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	11,397,627	12,860,590	12,723,419	14,959,778	14,959,778	2,236,359	0
S&S	20,634,621	16,064,388	23,309,815	21,008,556	21,008,556	(2,301,259)	0
Other	131,813	107,675	1,570,287	452,860	452,860	(1,117,427)	0
Fixed Assets	1,041,216	3,642,755	1,619,855	693,480	693,480	(926,375)	0
Intra Fund Transfers	(1,205,506)	(1,111,697)	(1,679,171)	(1,763,130)	(1,763,130)	(83,959)	0
Other Financing Uses	3,946,896	3,523,000	3,715,757	3,243,514	3,243,514	(472,243)	0
Net Appropriation	35,946,667	35,086,711	41,259,962	38,595,058	38,595,058	(2,664,904)	0
Financing							
AFB	4,348,804	(25,834)	349,152	1,964,302	1,964,302	1,615,150	0
Revenue	39,960,630	34,169,302	40,910,810	36,630,756	36,630,756	(4,280,054)	0
Total Financing	44,309,434	34,143,468	41,259,962	38,595,058	38,595,058	(2,664,904)	0
Net County Cost	(8,362,767)	943,243	0	0	0	0	0

22101-270501 County Service Area-Castlewood	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	274,409	633,078	415,934	409,045	409,045	(6,889)	0
Other Financing Uses	0	0	56,000	0	0	(56,000)	0
Net Appropriation	274,409	633,078	471,934	409,045	409,045	(62,889)	0
Financing							
Property Tax	21,485	23,833	26,912	28,542	28,542	1,630	0
AFB	(9,966)	(52,476)	137,731	73,217	73,217	(64,514)	0
Revenue	456,008	410,398	307,291	307,286	307,286	(5)	0
Total Financing	467,527	381,755	471,934	409,045	409,045	(62,889)	0
Net County Cost	(193,118)	251,323	0	0	0	0	0

22102-270511 County Service Area-Castle Home	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	11,663	23,901	103,355	58,619	58,619	(44,736)	0
Other Financing Uses	11,595	11,595	11,595	11,595	11,595	0	0
Net Appropriation	23,258	35,496	114,950	70,214	70,214	(44,736)	0
Financing							
AFB	11,009	30,036	34,736	0	0	(34,736)	0
Revenue	31,573	28,071	80,214	70,214	70,214	(10,000)	0
Total Financing	42,582	58,107	114,950	70,214	70,214	(44,736)	0
Net County Cost	(19,324)	(22,611)	0	0	0	0	0

22103-270521 County Service Area-Morva Drive/Court	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	471	1,743	14,886	16,177	16,177	1,291	0
Net Appropriation	471	1,743	14,886	16,177	16,177	1,291	0
Financing							
AFB	(945)	892	12,428	13,369	13,369	941	0
Revenue	2,916	2,842	2,458	2,808	2,808	350	0
Total Financing	1,971	3,734	14,886	16,177	16,177	1,291	0
Net County Cost	(1,500)	(1,991)	0	0	0	0	0

22104-270531 County Service Area-Five Canyons	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	194,199	72,664	552,908	595,000	595,000	42,092	0
Other Financing Uses	0	0	150,000	0	0	(150,000)	0
Net Appropriation	194,199	72,664	702,908	595,000	595,000	(107,908)	0
Financing							
AFB	(32,221)	(61,978)	102,908	0	0	(102,908)	0
Revenue	52,089	47,410	600,000	595,000	595,000	(5,000)	0
Total Financing	19,868	(14,568)	702,908	595,000	595,000	(107,908)	0
Net County Cost	174,331	87,232	0	0	0	0	0

22200-270541 County Service Area-Street Lighting	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	610,669	588,329	910,076	1,030,687	1,030,687	120,611	0
Fixed Assets	343,663	408,663	171,832	0	0	(171,832)	0
Net Appropriation	954,332	996,992	1,081,908	1,030,687	1,030,687	(51,221)	0
Financing							
Property Tax	4,977	4,617	4,946	4,555	4,555	(391)	0
AFB	91,282	52,068	179,965	8,970	8,970	(170,995)	0
Revenue	913,859	895,970	896,997	1,017,162	1,017,162	120,165	0
Total Financing	1,010,118	952,655	1,081,908	1,030,687	1,030,687	(51,221)	0
Net County Cost	(55,786)	44,337	0	0	0	0	0

22105-270551 County Service Area-Estuary Bridges	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	1,592,471	1,788,107	2,141,712	2,205,730	2,205,730	64,018	0
S&S	958,373	1,099,437	816,813	2,189,457	2,189,457	1,372,644	0
Other	48,228	35,916	35,515	58,001	58,001	22,486	0
Net Appropriation	2,599,072	2,923,460	2,994,040	4,453,188	4,453,188	1,459,148	0
Financing							
AFB	(307,989)	2,504	0	0	0	0	0
Revenue	2,591,388	2,692,496	2,994,040	4,453,188	4,453,188	1,459,148	0
Total Financing	2,283,399	2,695,000	2,994,040	4,453,188	4,453,188	1,459,148	0
Net County Cost	315,673	228,460	0	0	0	0	0

10000-270600 Paratransit	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	2,040,890	1,833,300	3,952,000	0	0	(3,952,000)	0
Net Appropriation	2,040,890	1,833,300	3,952,000	0	0	(3,952,000)	0
Financing							
Revenue	1,957,474	1,769,248	3,952,000	0	0	(3,952,000)	0
Total Financing	1,957,474	1,769,248	3,952,000	0	0	(3,952,000)	0
Net County Cost	83,416	64,052	0	0	0	0	0

REGISTRAR OF VOTERS

Bradley Clark
Registrar

Financial Summary

Registrar of Voters	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	7,487,065	7,820,558	(138,960)	0	7,681,598	194,533	2.6%
Revenue	1,780,000	1,096,553	26,000	0	1,122,553	(657,447)	-36.9%
Net	5,707,065	6,724,005	(164,960)	0	6,559,045	851,980	14.9%
FTE - Mgmt	8.00	9.00	0.00	1.00	10.00	2.00	25.0%
FTE - Non Mgmt	33.69	32.69	(0.50)	(0.29)	31.90	(1.79)	-5.3%
Total FTE	41.69	41.69	(0.50)	0.71	41.90	0.21	0.5%

MISSION STATEMENT

To seek better ways to provide services to encourage all eligible residents to exercise their right to vote; conduct elections in a fair, accurate and efficient manner; maintain a continuous professional level of service to the public; and develop new techniques to improve outreach services which acknowledge the diversity of Alameda County.

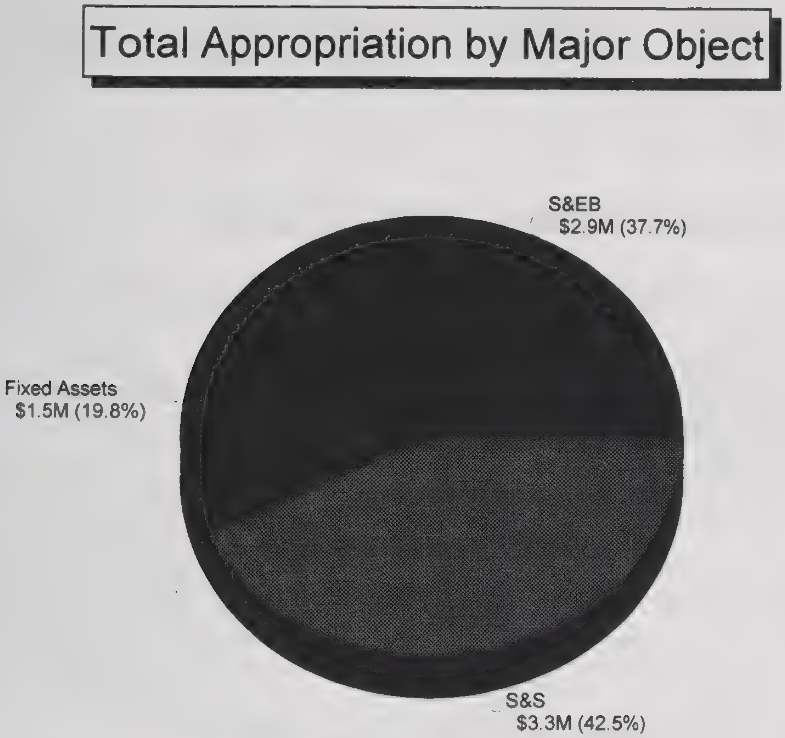
MANDATED SERVICES

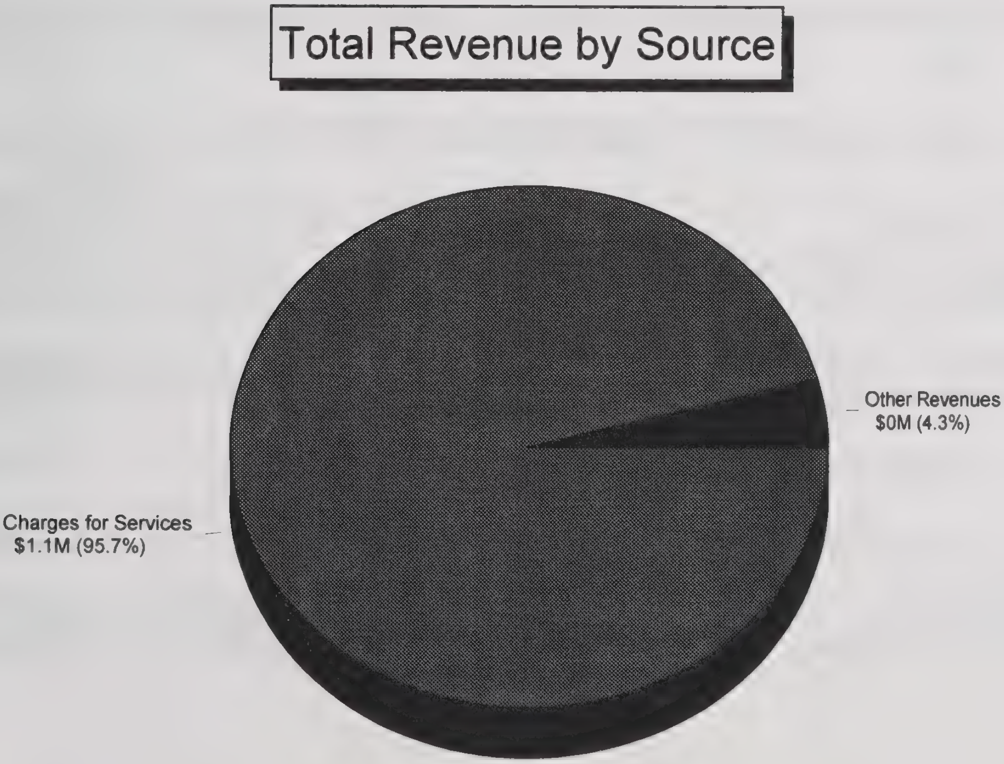
The Registrar of Voters is responsible for registering voters and conducting federal, State, County, special, and local elections. The Registrar compiles and maintains the Register of Voters according to voting precinct for use in all elections held within the County. The Registrar prepares the published notices of elections and lists of offices for which candidates are to be nominated. The functions of the Registrar of Voter's Department include: voter registration and list maintenance for over 650,000 registered voters; acceptance of the nominating petitions of candidates for office; recruiting of over 4,000 election officers and 1,000 polling places; preparation of the ballot, election equipment and supplies for use by the election officers at the polls on Election Day.

The Registrar of Voters is also required to establish and revise voting precincts, provide for the tabulation of returns on election night, and conduct the official canvass of votes cast. In addition to elections, the Registrar is required to check the signatures on initiative, referendum, and recall petitions and to provide outreach services to maintain voter registration at the highest possible level.

DISCRETIONARY SERVICES

None.





SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 41.69 full-time equivalent positions at a net county cost of $6,724,005. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $1,016,940.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**7,487,065**	**1,780,000**	**5,707,065**	**41.69**
Salary & Benefit COLA increase	57,113	0	57,113	0.00
Retirement contribution increase	121,818	0	121,818	0.00
Internal Service Fund adjustments	142,007	0	142,007	0.00
Technical/operating adjustments	53,021	0	53,021	0.00
Voting machine costs	(40,466)	0	(40,466)	0.00
Decrease in charges to cities & other revenue	0	(683,447)	683,447	0.00
Subtotal MOE Changes	**333,493**	**(683,447)**	**1,016,940**	**0.00**
2003-04 MOE Budget	**7,820,558**	**1,096,553**	**6,724,005**	**41.69**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**7,820,558**	**1,096,553**	**6,724,005**	**41.69**
Reduce vacant clerical positions	(27,593)	0	(27,593)	(0.50)
Reduce Discretionary Services and Supplies	(91,407)	0	(91,407)	0.00
Increase revenue from sale of equipment	0	26,000	(26,000)	0.00
Reduce ISF charges based on GSA reductions	(11,255)	0	(11,255)	0.00
Reduce ISF charges based on ITD reductions	(5,283)	0	(5,283)	0.00
Reduce Risk Management and Workers Compensation charges	(3,422)	0	(3,422)	0.00
Subtotal VBB Changes	**(138,960)**	**26,000**	**(164,960)**	**(0.50)**
2003-04 Proposed Budget	**7,681,598**	**1,122,553**	**6,559,045**	**41.19**

Service Impacts

- Values-Based Budgeting adjustments for the Registrar of Voters may result in slower customer service at the front counter. All voters in the minor parties (Peace and Freedom, Green, American Independent, Libertarian and Natural Law) will receive one sample ballot rather than one sample ballot per party. No negative impact is expected from this change.

The Proposed Budget includes funding for 41.19 full-time equivalent positions at a net county cost of $6,559,045.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Registrar of Voters budget include:

Board/Final Adjustments	**Appropriation**	**Revenue**	**Net County Cost Inc/(Dec)**	**FTE**
2003-04 Proposed	**7,681,598**	**1,122,553**	**6,559,045**	**41.19**
Transfer of position from Information Technology to the Registrar of Voters	0	0	0	1.00
Technical Adjustments due to classifications actions	0	0	0	(0.29)
Subtotal Board/Final Changes	**0**	**0**	**0**	**0.71**
2003-04 Approved Budget	**7,681,598**	**1,122,553**	**6,559,045**	**41.90**

The Final Budget provides funding for 41.90 full-time equivalent positions at a net county cost of $6,559,045.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 41.90 full-time equivalent positions at a net county cost of $6,559,045.

MAJOR SERVICE AREAS

ELECTION SERVICES

Goal:

To improve services to voters for elections in 2003-04.

Objectives:

- Produce Chinese and Spanish absentee, electronic ballots, and voter information pamphlets to better serve the approximately 20,000 minority language voters in the County.

- Enhance the recorded audio ballot used in approximately 1,000 precincts so that blind voters can navigate through the ballot.

- Offer a two-week early voting period to voters before elections in 2003-04 by establishing early voting sites at the Registrar of Voters and at up to four city clerks' offices.

- Increase the number of permanent absentee voters by 25% to 75,000 total, to offer more voters the convenience of voting at home without having to reapply for an absentee ballot before every election.

- Increase the number of County employee poll workers by 100% from 210 in the November 5th, 2002 election to 420 in the March 2003 primary to provide better services to residents voting at the polls.

- Increase the number of student poll workers by 17% for a total of 700 to provide full staffing at polling places and to enhance services to voters at the polls.

Workload Measures:

Registrar of Voters	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Affidavits Processed	107,402	102,151	110,000	118,000
Registered Voters*	692,906	677,667	690,000	665,000
Residency Confirmation	5,662	6,183	7,800	28,000
Absentee Applications*	113,000	61,488	125,000	120,000
Absent Ballots Returned	94,452	44,491	76,000	135,000
Petition Signatures Checked	83,575	214,073	238,000	315,000
Polling Places*	957	1,137	1,100	1,050
Election Officers Recruited*	3,820	3,588	3,600	4,200
# of County Employee Poll Workers	n/a	163	210	420
# of Student Poll Workers	n/a	395	600	700

* Fluctuations from to year to year due to number and types of elections conducted.

Budget Units Included:

10000-190100 Registrar of Voters	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	1,897,973	2,493,387	2,635,536	2,826,865	2,899,156	263,620	72,291
S&S	3,142,610	2,998,761	3,293,366	3,475,996	3,264,745	(28,621)	(211,251)
Fixed Assets	38,050	24,504	0	1,517,697	1,517,697	1,517,697	0
Intra Fund Transfers	(250,000)	0	0	0	0	0	0
Other Financing Uses	0	0	1,558,163	0	0	(1,558,163)	0
Net Appropriation	4,828,633	5,516,652	7,487,065	7,820,558	7,681,598	194,533	(138,960)
Financing							
Revenue	2,363,590	2,341,093	1,780,000	1,096,553	1,122,553	(657,447)	26,000
Total Financing	2,363,590	2,341,093	1,780,000	1,096,553	1,122,553	(657,447)	26,000
Net County Cost	2,465,043	3,175,559	5,707,065	6,724,005	6,559,045	851,980	(164,960)
FTE - Mgmt	NA	NA	8.00	9.00	10.00	2.00	1.00
FTE - Non Mgmt	NA	NA	33.69	32.69	31.90	(1.79)	(0.79)
Total FTE	NA	NA	41.69	41.69	41.90	0.21	0.21
Authorized - Mgmt	NA	NA	8	9	10	2	1
Authorized - Non Mgmt	NA	NA	352	351	351	(1)	0
Total Authorized	NA	NA	360	360	361	1	1

TREASURER-TAX COLLECTOR

Donald R. White
Treasurer-Tax Collector

Financial Summary

Treasurer-Tax Collector	2002 - 03 Budget	Maintenance Of Effort	Change from MOE VBB	Change from MOE Final/ Amend Adj	2003 - 04 Budget	Change from 2002 - 03 Budget Amount	Change from 2002 - 03 Budget %
Appropriations	7,642,365	8,214,617	(204,145)	0	8,010,472	368,107	4.8%
Revenue	4,650,887	4,847,168	0	0	4,847,168	196,281	4.2%
Net	2,991,478	3,367,449	(204,145)	0	3,163,304	171,826	5.7%
FTE - Mgmt	25.00	25.00	0.00	0.00	25.00	0.00	0.0%
FTE - Non Mgmt	34.88	34.88	(2.08)	(0.01)	32.79	(2.09)	-6.0%
Total FTE	59.88	59.88	(2.08)	(0.01)	57.79	(2.09)	-3.5%

MISSION STATEMENT

To provide County departments with a central cashiering facility for countywide revenue receipts and disbursements; provide a billing and collecting facility for property and business license taxes; invest monies in the Treasurer's custody in order to earn interest revenues until the monies are required to fund operating expenditures; and administer the County's deferred compensation and 401(a) plans.

MANDATED SERVICES

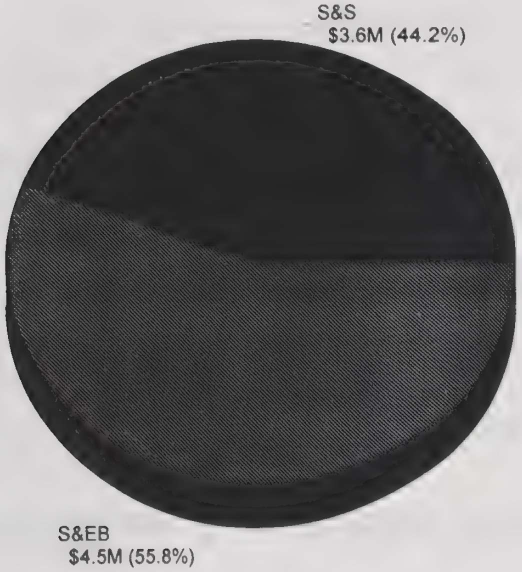
The California Revenue and Taxation Code (Section 2602) and the County Charter require the Treasurer-Tax Collector to collect and process all property taxes and to receive and secure County revenues from all other sources. County Ordinance #0-91-3 requires that the Tax Collector issue annual business licenses in the County's unincorporated areas and to collect and process business license taxes.

DISCRETIONARY SERVICES

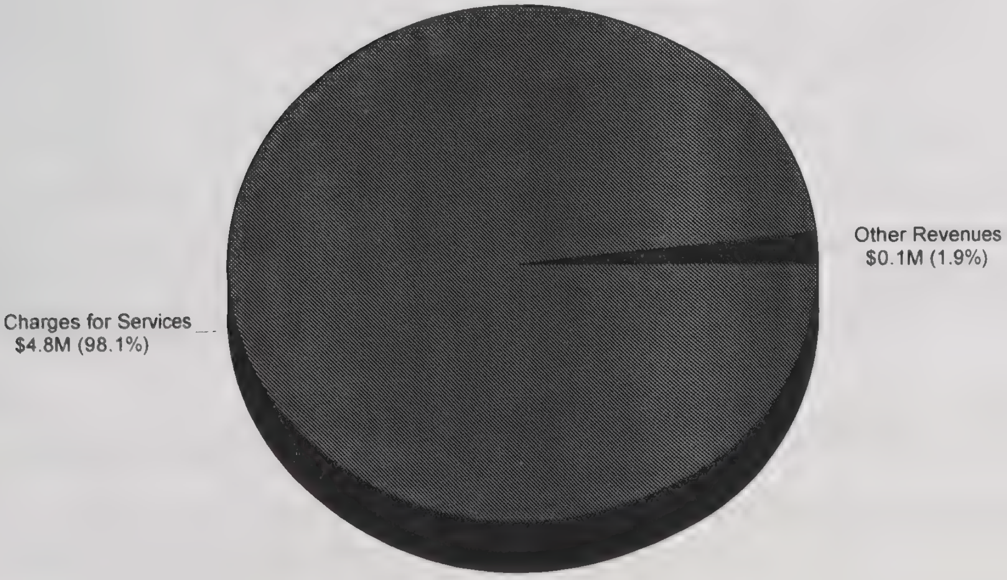
The investment of monies in the Treasurer's safekeeping which remain "idle" until required to fund operations is a discretionary activity which the County undertakes in order to earn interest revenues for the County and its subdivisions. The Treasurer's investment function/activities are governed by Section 53601 of the Government Code of the State of California.

The administration of the County's deferred compensation plan, a voluntary employee-contributory tax-deferred savings plan, is a discretionary activity which the County sponsors in order to provide County employees with another means to supplement their retirement income. The County's deferred compensation plan is authorized and governed by Section 457 of the Internal Revenue Service Code. The Treasurer also administers the County's 401(a) plan for certain qualified employee groups.

Total Appropriation by Major Object



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort budget includes funding for 59.88 full-time equivalent positions at a net county cost of $3,367,449. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $375,971 and no change in full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**7,642,365**	**4,650,887**	**2,991,478**	**59.88**
Salary & Benefit COLA increase	130,247	0	130,247	0.00
Retirement contribution increase	227,441	0	227,441	0.00
Internal Service Fund adjustments	(1,136)	0	(1,136)	0.00
Technical/operating adjustments	215,700	0	215,700	0.00
Increase in departmental revenues	0	196,281	(196,281)	0.00
Subtotal MOE Changes	**572,252**	**196,281**	**375,971**	**0.00**
2003-04 MOE Budget	**8,214,617**	**4,847,168**	**3,367,449**	**59.88**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**8,214,617**	**4,847,168**	**3,367,449**	**59.88**
Reduce funding for vacant positions	(151,234)	0	(151,234)	(2.09)
Reduce ISF charges based on GSA reductions	(4,981)	0	(4,981)	0.00
Reduce ISF charges based on ITD reductions	(30,119)	0	(30,119)	0.00
Reduce Risk Management and Workers Compensation charges	(17,811)	0	(17,811)	0.00
Subtotal VBB Changes	**(204,145)**	**0**	**(204,145)**	**(2.09)**
2003-04 Proposed Budget	**8,010,472**	**4,847,168**	**3,163,304**	**57.79**

- Use of Fiscal Management Reward Program savings of $78,163.

Service Impact

- Reduced funding for positions will result in slow response time in assisting the public regarding property tax matters and inability to commence business license tax audits.

The Proposed Budget includes funding for 57.79 full-time equivalent positions at a net county cost of $3,163,304.

FINAL BUDGET ADJUSTMENTS

No adjustments are required.

The Final Budget provides funding for 57.79 full-time equivalent positions at a net county cost of $3,163,304.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 57.79 full-time equivalent positions at a net county cost of $1,163,304.

MAJOR SERVICE AREAS

TREASURER-TAX COLLECTOR'S OFFICE

The Treasurer-Tax Collector's Office is responsible for billing and collecting all property taxes, billing and collecting business license taxes in the unincorporated areas of the County, receiving and accounting for all County monies/receipts, and investment of all County funds in the Treasury while awaiting their use in the operations of the County. Further, the County Treasurer also receives, accounts for, and invests funds of all County school districts and special districts governed by various commissions, local elected boards, and the Board of Supervisors. The County Treasurer administers the County's IRC 401 (a) and 457 deferred compensation plan programs. The Treasurer-Tax Collector generates revenues from charges for the administration of the County's investment pool, charges for the administration of the property tax billing and collection, fees from the sale of copies, tapes, listings, and microfiche of various documents, and reimbursement for the cost of administering the deferred compensation plans.

Goals:

To provide prompt and efficient customer service to Alameda County taxpayers.

To provide prompt and efficient service to County employees who participate in the deferred compensation plans offered by the County.

To replace the Treasurer's remittance processing system (RPS) and equipment and install automated window cashiering and receipting process.

Objectives:

- Continue the position study recommended by the year 2000 organizational and functional audit of remaining positions in the Treasurer's unit in order to determine appropriate descriptive titles that match duties and responsibilities that are unique to the Treasurer-Tax Collector's department.
- Continue to improve the Interactive Voice Response System (IVR) for user-friendliness.
- Continue to explore and improve the electronic tax payment system through the use of current e-commerce technology.
- Conduct the March 2004 Tax Defaulted Property auction sale on the Internet.
- Implement new remittance and cashiering system by October 2003.

Workload Measures:

Treasurer-Tax Collector	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Regular Secured & Supplemental Tax Bills	456,908	448,029	460,000	460,000
# of Delinquent Secured & Supplemental Tax Bills	56,276	54,558	57,000	57,000
# of Inst. Plans - Secured & Supplemental Tax Bills	2,053	2,137	2,100	2,100
# of Auctionable Tax Defaulted Properties	1,216	1,228	1,250	1,250
# of Regular Unsecured Tax Bills	51,391	50,891	50,000	50,000
Delinquent Unsecured Tax Bills	5,037	9,708	9,000	9,000
Trouble Mail - Special Processing	7,500	11,565	11,000	11,000
Telephone Assisted Calls	105,762	107,609	107,000	107,000
# of Refunds of Overpaid Taxes	8,040	7,576	7,690	7,690
Deferred Compensation Plan Participants	6,300	6,483	6,600	6,600
Deferred Compensation Plan Assets (millions)	$199.3	$197.7	$197.9	$197.9
Invested Pooled Funds (millions)	$1.8	$1.8	$1.9	$1.9
Checks Deposited Processed	1,564,800	1,537,788	1,526,949	1,527,000
Warrants Paid/Processed	1,602,073	1,380,691	1,306,887	1,310,000

Budget Units Included:

10000-160100 Treasurer/Tax Collector	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	3,238,207	3,838,090	4,235,452	4,668,140	4,513,586	278,134	(154,554)
S&S	3,312,574	3,798,201	3,673,415	3,625,677	3,576,086	(97,329)	(49,591)
Fixed Assets	7,059	114	13,498	0	0	(13,498)	0
Intra Fund Transfers	(1,051,699)	(133,868)	(280,000)	(79,200)	(79,200)	200,800	0
Other Financing Uses	150,478	941,289	0	0	0	0	0
Net Appropriation	5,656,619	8,443,826	7,642,365	8,214,617	8,010,472	368,107	(204,145)
Financing							
Revenue	5,840,956	4,654,399	4,650,887	4,847,168	4,847,168	196,281	0
Total Financing	5,840,956	4,654,399	4,650,887	4,847,168	4,847,168	196,281	0
Net County Cost	(184,337)	3,789,427	2,991,478	3,367,449	3,163,304	171,826	(204,145)
FTE - Mgmt	NA	NA	25.00	25.00	25.00	0.00	0.00
FTE - Non Mgmt	NA	NA	34.88	34.88	32.79	(2.09)	(2.09)
Total FTE	NA	NA	59.88	59.88	57.79	(2.09)	(2.09)
Authorized - Mgmt	NA	NA	26	25	25	(1)	0
Authorized - Non Mgmt	NA	NA	87	87	87	0	0
Total Authorized	NA	NA	113	112	112	(1)	0

ZONE 7 FLOOD CONTROL WATER AGENCY

Dale Myers
General Manager

Financial Summary

Flood Control - Zone 7	**2002 - 03 Budget**	**Maintenance Of Effort**	**Change from MOE**		**2003 - 04 Budget**	**Change from 2002 - 03 Budget**	
			VBB	**Final/ Amend Adj**		**Amount**	**%**
Appropriations	62,476,932	66,152,520	0	0	66,152,520	3,675,588	5.9%
Property Tax	7,680,685	8,088,617	0	0	8,088,617	407,932	5.3%
AFB	31,294,906	32,741,207	0	0	32,741,207	1,446,301	4.6%
Revenue	23,501,341	25,322,696	0	0	25,322,696	1,821,355	7.8%
Net	0	0	0	0	0	0	0.0%
FTE - Mgmt	29.00	30.00	0.00	1.00	31.00	2.00	6.9%
FTE - Non Mgmt	66.70	69.70	0.00	0.01	69.71	3.01	4.5%
Total FTE	95.70	99.70	0.00	1.01	100.71	5.01	5.2%

MISSION STATEMENT

To provide a reliable supply of high quality water and an effective flood control system to the Livermore-Amador Valley and to develop and manage the water resources in a fiscally responsible, innovative, proactive, and environmentally-sensitive way.

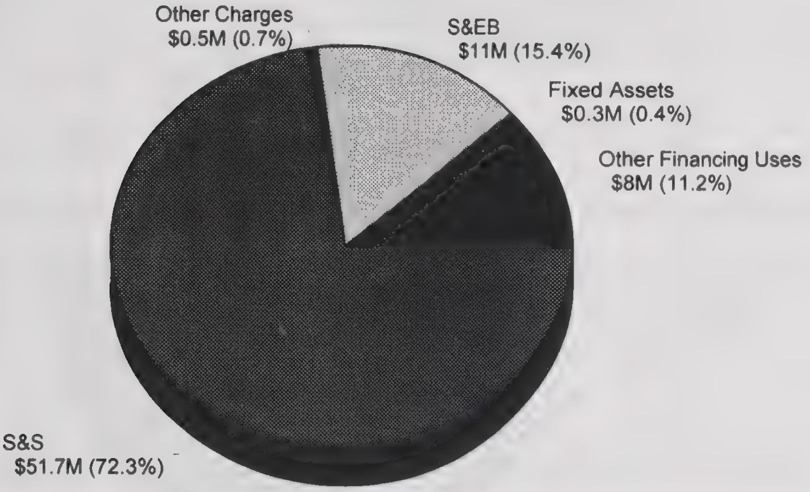
MANDATED SERVICES

Provide treated and untreated water for municipal, industrial, and agricultural uses; and develop and maintain adequate facilities to prevent property loss and damage from floods in the Livermore-Amador Valley Area.

DISCRETIONARY SERVICES

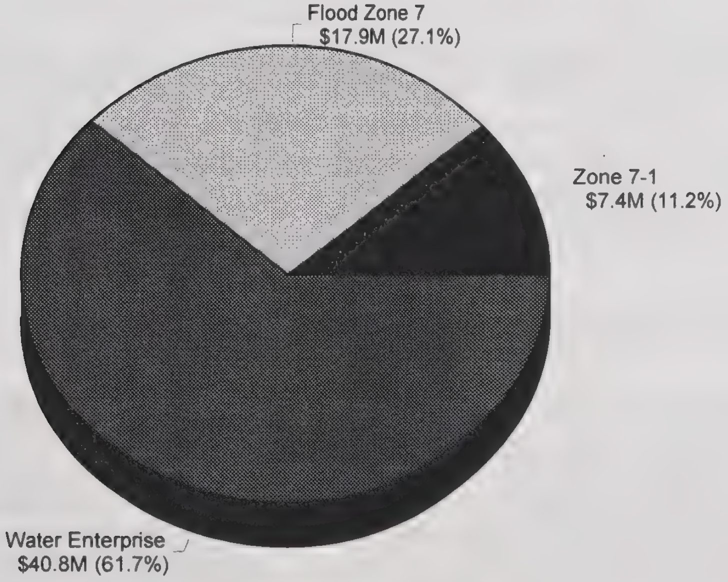
The level of service is discretionary and determined by the elected Zone 7 Board of Directors.

Total Appropriation by Major Object

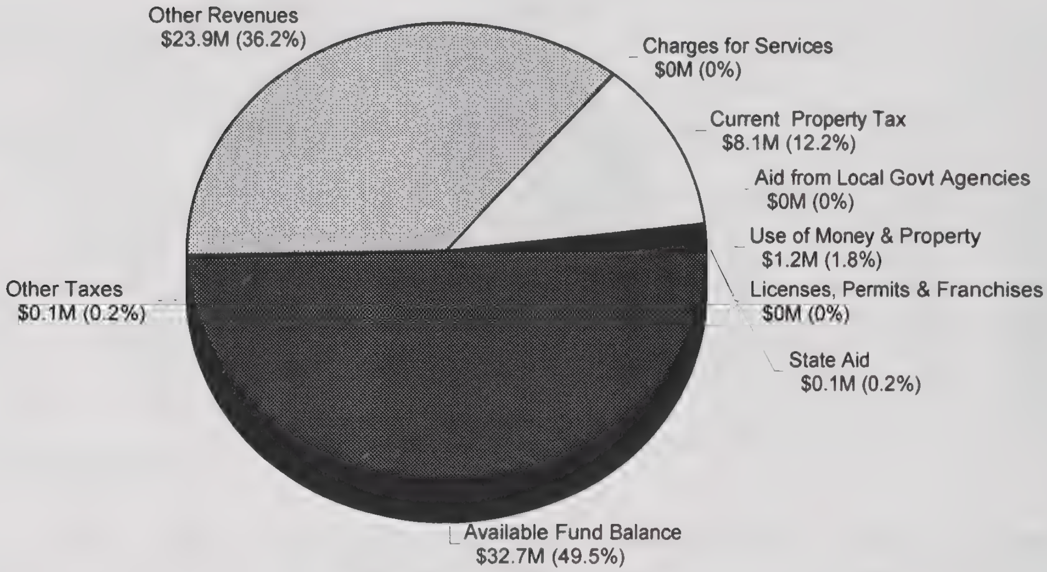


Intra Fund Transfers $-5.3M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 99.70 full-time equivalent positions at no net county cost. The budget provides funding for administration, flood control and water services to eastern Alameda County residents. There are no General Fund costs associated with Agency operations. The Agency has its own elected Board of Directors, which works cooperatively with the Board of Supervisors. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in adjustments to appropriations and financing sources of $3,675,588 and an increase of 4.00 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**62,476,932**	**62,476,932**	**0**	**95.70**
Salary & Benefit COLA increase	91,249	91,249	0	0.00
Retirement contribution increase	536,723	536,723	0	0.00
Reclassification/transfer of positions	0	0	0	4.00
Internal Service Fund adjustments	37,923	37,923	0	0.00
Work Plan adjustments including County overhead	2,720,563	2,720,563	0	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Increase in Flood Control projects cost	1,504,081	1,504,081	0	0.00
Increase in water costs	159,622	159,622	0	0.00
Reduce payments to designation	(1,374,573)	(1,374,573)	0	0.00
Subtotal MOE Changes	**3,675,588**	**3,675,588**	**0**	**4.00**
2003-04 MOE Budget	**66,152,520**	**66,152,520**	**0**	**99.70**

VALUES-BASED BUDGETING ADJUSTMENTS

No adjustments are required to maintain expenditures within available resources.

The Proposed Budget includes funding for 99.70 full-time equivalent positions at no net county cost.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Zone 7 Flood Control Water Agency budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**66,152,520**	**66,152,520**	**0**	**99.70**
Technical adjustment due to classification actions	0	0	0	1.01
Subtotal Board/Final Changes	**0**	**0**	**0**	**1.01**
2003-04 Approved Budget	**66,152,520**	**66,152,520**	**0**	**100.71**

The Final Budget provides funding for 100.71 full-time equivalent positions at no net county cost.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 100.71 full-time equivalent positions at no net county cost.

MAJOR SERVICE AREAS

FLOOD CONTROL

Flood Control manages a watershed of nearly 620 square miles and maintains 37 miles of flood control channels and access roads. The maintenance program includes repairing slides and erosion; refurbishing access roads and drainage ditches; and coordinating with State and federal agencies for financial assistance. It also manages the Special Drainage Area 7-1 program, which provides funding from new development for planning, design, and construction of flood control projects.

Goal:

To provide flood control facilities capable of protecting against a 100-year flood event.

Objectives:

- Complete Stream Management Master Plan to develop updated maintenance and capital improvement programs and identify necessary financial support.
- Monitor land use activities to ensure that new urban development adequately addresses potential flood impacts.

Performance Measures:

Flood Control	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Channels Maintained	37	37	37	38
Active SDA 7-1 Projects	13	8	8	8
Design Reviews	101	99	100	100
Effectiveness Measures				
Percent Increase of Channels Maintained (Miles)	n/a	0%	0%	3%

WATER SUPPLY AND WATER QUALITY

Operates and maintains two water treatment plants, seven wells and the water distribution system. It ensures proper operation of facilities and treatment and distribution of water.

The Water Quality Laboratory provides water quality sampling and testing for regulatory compliance, which include treatment plants, production wells, and distribution system. It performs water quality testing for groundwater monitoring, plant verification, and for special engineering/operations studies. It participates and assists operations and retailers in understanding and resolving water quality concerns.

Goal:

To meet service and quality requirements of Zone 7 customers.

Objectives:

- Deliver treated and untreated water to customers per approved water delivery requests.

- Sample and analyze water in the drinking water system to ensure high quality is maintained.

Performance Measures:

Water Supply and Water Quality	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Water Treated (M/Gals) – Calendar Year	22,162	12,388	13,153	14,496
Water Quality Samples Analyzed (Lab)	560	716	800	900
Bacteriology Samples Analyzed	1,290	1,070	1,150	1,200
Efficiency Measures				
Cost per Water Quality Sample Analyzed	$859	$672	$601	$535
Cost per Bacteriology Sample Analyzed	$65	$78	$73	$70
Effectiveness Measures				
% Increase Water Treated (M/Gals)	n/a	-47%	6%	10%
% Increase Water Quality Samples Analyzed (Lab)	n/a	8%	12%	13%

GROUNDWATER PROTECTION

Groundwater Protection ensures that the basin's groundwater supply is adequately protected; and plan, design, and implement capital projects that involve the protection, production, and replenishment of the basin's groundwater.

Goal:

To protect and manage the groundwater basin.

Objectives:

- Continue implementation of a salt management program to minimize any future salt degradation of the groundwater basin.
- Complete Well Master Plan and supporting environmental documentation for all proposed municipal and industrial wells to be constructed by area build-out.

Performance Measures:

Groundwater Protection	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Groundwater Samples	193	250	260	280
Water Quality Samples Reviewed	0	428	431	510
Groundwater Level Measurements – Calendar Year	31	31	31	31
Wells Monitored – Calendar Year	240	236	240	250
Efficiency Measures				
Cost per Groundwater Sample	$301	$301	$301	$301
Cost per Water Quality Sample Reviewed	$101	$101	$101	$101
Cost per Groundwater Level Measurement	$31	$31	$31	$31
Cost per Well Monitored	$25	$25	$25	$25

Groundwater Protection	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effectiveness Measures				
% Increase of Groundwater Samples	n/a	4%	4%	8%
% Increase of Water Quality Samples Reviewed	n/a	-1%	1%	18%
% of Groundwater Level Measurements	n/a	3%	4%	9%
% Increase of Wells Monitored	n/a	-6%	2%	4%

WATER ENTEPRISE ENGINEERING

Water Enterprise Engineering provides planning and design for capital projects, support to operations for regulatory compliance and coordination of treated and untreated delivery.

Goal:

To reliably provide high quality water.

Objective:

- Complete design and construction of eight million gallons per day expansion at the Patterson Pass Water Treatment Plant.

Performance Measures:

Water Enterprise Engineering	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Well Water Treated (M/Gals)	12,535	3,246	2,740	2,841
Surface Water Treated (M/Gals)	9,627	9,142	10,413	11,655
Effectiveness Measures				
% of Well Water Treated (M/Gals)	n/a	-75%	-16%	4%
% of Surface Water Treated (M/Gals)	n/a	-9%	14%	12%

MAINTENANCE

Provides maintenance and construction services for the entire system including mechanical and electrical services and underground pipeline repair and maintenance.

Goal:

To maintain water operations at a level that is effective and efficient.

Objective:

- Maintain Agency's water production, treatment, and transmission facilities with a minimum of service disruption.

Performance Measures:

Maintenance	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures Maintenance Jobs Completed	647	705	650	750
Effectiveness Measures % Increase in Maintenance Jobs Completed	n/a	18%	-8%	15%

Budget Units Included:

21870-270702 Zone 7 Flood Control	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	2,311,799	3,298,239	16,420,572	17,924,653	17,924,653	1,504,081	0
Fixed Assets	0	0	24,000	20,000	20,000	(4,000)	0
Other Financing Uses	0	2,591	0	0	0	0	0
Net Appropriation	2,311,799	3,300,830	16,444,572	17,944,653	17,944,653	1,500,081	0
Financing							
Property Tax	2,990,409	3,409,034	3,834,685	4,198,581	4,198,581	363,896	0
AFB	893,158	26,904	12,089,446	13,212,276	13,212,276	1,122,830	0
Revenue	1,820,319	794,222	520,441	533,796	533,796	13,355	0
Total Financing	5,703,886	4,230,160	16,444,572	17,944,653	17,944,653	1,500,081	0
Net County Cost	(3,392,087)	(929,330)	0	0	0	0	0

21871-270711 Zone 7-1	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	5,243,369	7,373,321	9,405,950	9,053,618	9,053,618	(352,332)	0
Intra Fund Transfers	(1,969,597)	(1,371,781)	(2,157,832)	(1,645,878)	(1,645,878)	511,954	0
Net Appropriation	3,273,772	6,001,540	7,248,118	7,407,740	7,407,740	159,622	0
Financing							
Property Tax	3,145,672	3,865,254	3,846,000	3,890,036	3,890,036	44,036	0
AFB	(806,573)	(5,996)	2,690,218	2,732,804	2,732,804	42,586	0
Revenue	1,184,642	1,613,777	711,900	784,900	784,900	73,000	0
Total Financing	3,523,741	5,473,035	7,248,118	7,407,740	7,407,740	159,622	0
Net County Cost	(249,969)	528,505	0	0	0	0	0

21873-270722 **Zone 7 Water Facilities**	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	8,775,218	9,357,192	10,027,501	10,927,268	11,038,604	1,011,103	111,336
S&S	7,422,065	10,750,926	22,468,768	24,790,646	24,679,310	2,210,542	(111,336)
Other	241,909	192,473	240,000	526,503	526,503	286,503	0
Fixed Assets	18,299	127,275	216,300	244,000	244,000	27,700	0
Intra Fund Transfers	(3,603,508)	(3,988,915)	(3,542,900)	(3,688,290)	(3,688,290)	(145,390)	0
Other Financing Uses	6,000,000	8,169,152	9,374,573	8,000,000	8,000,000	(1,374,573)	0
Net Appropriation	18,853,983	24,608,103	38,784,242	40,800,127	40,800,127	2,015,885	0
Financing							
AFB	779,890	30,828	16,515,242	16,796,127	16,796,127	280,885	0
Revenue	21,226,054	22,234,844	22,269,000	24,004,000	24,004,000	1,735,000	0
Total Financing	22,005,944	22,265,672	38,784,242	40,800,127	40,800,127	2,015,885	0
Net County Cost	(3,151,961)	2,342,431	0	0	0	0	0
FTE - Mgmt	NA	NA	29.00	30.00	31.00	2.00	1.00
FTE - Non Mgmt	NA	NA	66.70	69.70	69.71	3.01	0.01
Total FTE	NA	NA	95.70	99.70	100.71	5.01	1.01
Authorized - Mgmt	NA	NA	29	30	31	2	1
Authorized - Non Mgmt	NA	NA	76	79	79	3	0
Total Authorized	NA	NA	105	109	110	5	1

HEALTH SERVICES

HEALTH CARE SERVICES AGENCY

Financial Summary

Health Care Services	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	455,825,031	478,690,022	(12,742,589)	6,947,649	472,895,082	17,070,051	3.7%
Revenue	380,450,801	388,204,824	1,958,932	6,588,420	396,752,176	16,301,375	4.3%
Net	75,374,230	90,485,198	(14,701,521)	359,229	76,142,906	768,676	1.0%
FTE - Mgmt	313.83	324.42	(15.58)	3.58	312.42	(1.41)	-0.4%
FTE - Non Mgmt	780.08	818.72	(52.72)	8.10	774.10	(5.98)	-0.8%
Total FTE	1,093.91	1,143.14	(68.30)	11.68	1,086.52	(7.39)	-0.7%

MISSION STATEMENT

To provide integrated health care services to the residents of the County within the context of Managed Care and a private/public partnership structure.

MAJOR SERVICE AREAS

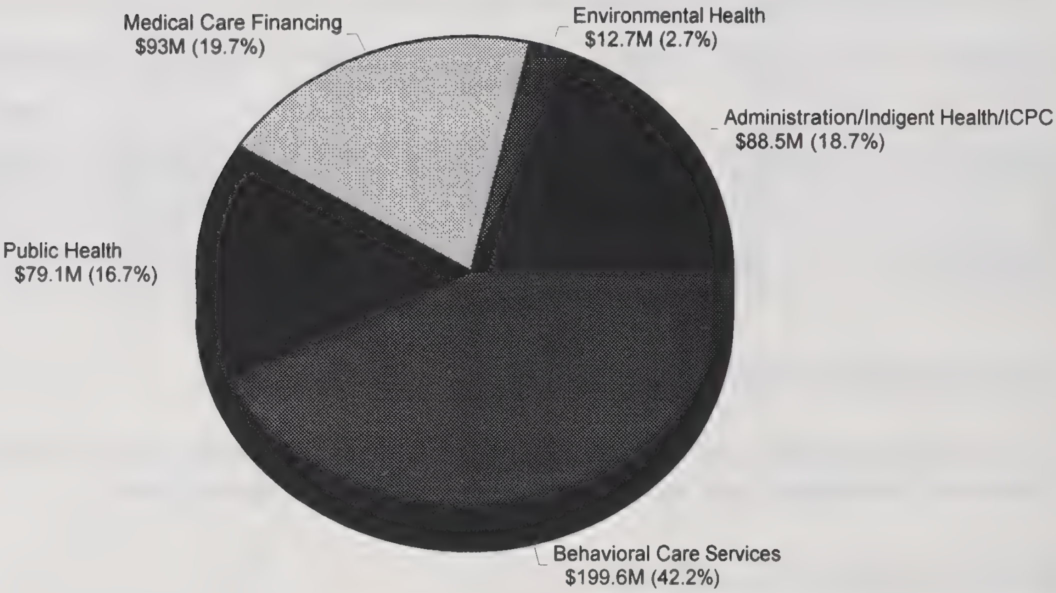
Major services include the services of Behavioral Care, Environmental Health, Public Health programs, community-based organizations (CBOs), primary care contracts, health care services for all County residents qualifying as indigent citizens, as well as Health Care Administration/Indigent Health.

Included are the following health services provided through contracts with the Alameda County Medical Center (ACMC):

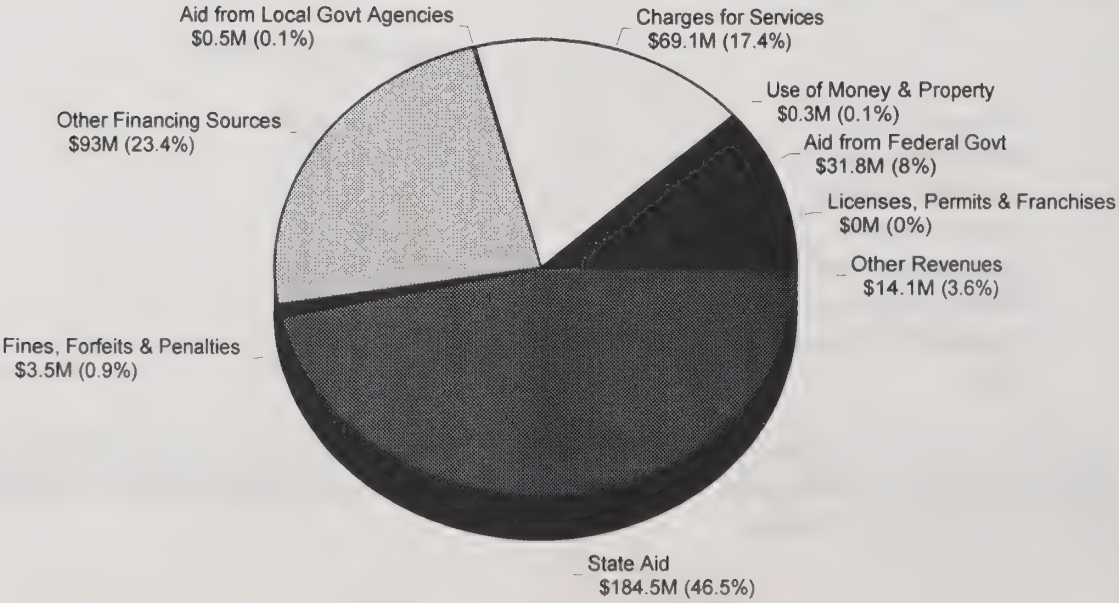
	Amounts in millions
Indigent Care	$ 67.9
Behavioral Health Services	$ 23.3
Criminal Justice Medical	$ 2.7
Public Health	$ 1.2
Emergency Medical Services	$ 5.2
Skilled Nursing Facility	$ 2.0
Ergonomic Evaluations (Risk Management)	$ 0.1
Total	$102.4

These contracts are offset by program revenue of $61.8 and discretionary realignment, Behavioral Care revenue and Tobacco Master Settlement Funds of $8.9 million for a net county cost of $31.7 million;

Appropriation by Department



Total Revenue by Source



PROPOSED BUDGET

The Proposed Budget includes funding for 1,074.84 full-time equivalent positions at a net county cost of $75,783,677. Adjustments for 2003-04 result in a net county cost increase of $409,447 and a reduction of 19.07 full-time equivalent positions.

SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort budget includes funding for 1,143.14 full-time equivalent positions at a net county cost of $90,485,198. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $15,110,968 and an increase of 49.23 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**455,825,031**	**380,450,801**	**75,374,230**	**1,093.91**
Administration/Indigent Health				
Salary & Benefit COLA increase	96,711	0	96,711	0.00
Retirement contribution increase	101,375	0	101,375	0.00
Reclassification/transfer of positions	0	0	0	3.00
CBO Primary Care Clinic COLA	361,254	0	361,254	0.00
ACMC Indigent Care COLA	2,688,191	460,743	2,227,448	0.00
Decrease in indigent medical expense	(272,038)	0	(272,038)	0.00
ACMC criminal justice medical services COLA	106,686	(330,942)	437,628	0.00
Internal Service Fund adjustments	109,254	0	109,254	0.00
Technical/operating adjustments	13,000	0	13,000	0.00
Decrease in California Healthcare for Indigent Program revenue	0	(1,929,399)	1,929,399	0.00
Increase in SB 910 revenue	0	150,000	(150,000)	0.00
Decrease in department revenues	0	(265,515)	265,515	0.00
Realignment revenue adjustments	0	1,791,512	(1,791,512)	0.00
Total Admin/Indigent Health	***3,204,433***	***(123,601)***	***3,328,034***	***3.00***
Behavioral Health				
Salary & Benefit COLA increase	946,265	0	946,265	0.00
Retirement contribution increase	1,829,182	0	1,829,182	0.00
Mid-year Board approved EPSDT Program adjustment	15,610,726	15,610,726	0	2.75
Other Mid-year Board approved adjustments	1,711,552	1,588,148	123,404	8.50
Internal Service Fund adjustments	916,263	0	916,263	0.00
CBO COLA	1,482,396	0	1,482,396	0.00
ACMC COLA	969,081	0	969,081	0.00
Other contract adjustments	2,546,512	0	2,546,512	0.00
Other Grant program adjustments	92,608	0	92,608	0.00

MOE Funding Adjustments	**Appropriation**	**Revenue**	**Net County Cost Inc/(Dec)**	**FTE**
Technical/operating adjustments	107,959	0	107,959	0.00
Realignment revenue	0	(1,609,365)	1,609,365	0.00
Medi-Cal revenue	0	2,086,657	(2,086,657)	0.00
Other revenue adjustments	0	(155,435)	155,435	0.00
Total Behavioral Health	***26,212,544***	***17,520,731***	***8,691,813***	***11.25***
Environmental Health				
Salary & Benefit COLA increase	187,947	0	187,947	0.00
Retirement contribution increase	440,314	0	440,314	0.00
Reclassification/transfer of positions	(14,790)	0	(14,790)	1.41
Mid-year Board approved adjustments	(260,633)	(201,641)	(58,992)	(1.75)
Technical/operating adjustments	(35,929)	(12,000)	(23,929)	0.00
Internal Service Fund adjustments	61,267	0	61,267	0.00
Increase in food inspection fee collections	0	98,974	(98,974)	0.00
Increase in Environmental Health fees	0	339,076	(339,076)	0.00
Total Environmental Health	***378,176***	***224,409***	***153,767***	***(0.34)***
Medical Care Financing				
SB 855/ SB 1255 adjustment	(12,206,976)	(12,206,976)	0	0.00
Total Medical Care Financing	***(12,206,976)***	***(12,206,976)***	***0***	***0.00***
Public Health				
Salary & Benefit COLA increase	1,244,459	226,292	1,018,167	0.00
Retirement contribution increase	2,418,117	595,288	1,822,829	0.00
Reclassification/transfer of positions	0	0	0	4.03
Board approved Improving Perinatal Outcomes Program (IPOP) grant award	875,815	875,815	0	12.00
Board approved Child Care Health Linkage adjustment	62,406	62,406	0	0.50
Board approved CNN adjustment	105,602	105,602	0	0.00
Board approved grant adjustments	632,820	632,820	0	13.91
Other mid-year Board approved adjustments	(91,303)	(91,303)	0	4.88
Internal Service Fund adjustments	93,030	26,192	66,838	0.00
Technical/operating adjustments	(93,652)	(93,652)	0	0.00
Community-Based Organization COLAs	29,520	0	29,520	0.00
Total Public Health	***5,276,814***	***2,339,460***	***2,937,354***	***35.32***
Subtotal MOE Changes	**22,864,991**	**7,754,023**	**15,110,968**	**49.23**
2003-04 MOE Budget	**478,690,022**	**388,204,824**	**90,485,198**	**1,143.14**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**478,690,022**	**388,204,824**	**90,485,198**	**1,143.14**
HCSA Admin				
Increase Realignment revenue	0	534,054	(534,054)	0.00
Across-the-board reduction in community-based provider funding	(182,765)	0	(182,765)	0.00
Eliminate administrative position funding	(183,181)	0	(183,181)	(2.00)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(43,937)	0	(43,937)	0.00
Total HCSA Admin	***(409,883)***	***534,054***	***(943,937)***	***(2.00)***
Behavioral Health Care				
Increase Medi-Cal revenue	0	1,318,788	(1,318,788)	0.00
Across-the-board reduction in contracted services	(2,850,959)	(773,937)	(2,077,022)	0.00
Redirect CalWORKs services. Shift in claiming to Medi-Cal and EPSDT	(500,000)	556,926	(1,056,926)	0.00
Reduce four Acute Inpatient beds at John George Psychiatric Pavilion	(1,223,772)	(265,046)	(958,726)	0.00
Reduce Secondary Prevention - Early Intervention	(77,426)	0	(77,426)	0.00
Reduce Vocational Program positions	(615,034)	0	(615,034)	(10.00)
Restructure West Oakland Health Center AOD Residential Program	(536,054)	0	(536,054)	0.00
Reduce Children's System of Care positions	(364,676)	0	(364,676)	(5.00)
Reduce Public Health Primary Prevention Consortium	(128,586)	0	(128,586)	0.00
Reduce Oakland Independence Support Center	(155,932)	0	(155,932)	0.00
Reduce positions	(236,328)	0	(236,328)	(1.91)
Reduce Oakland Socialization Day Program	(20,904)	0	(20,904)	0.00
Reduce 2 Community Treatment Facility Beds at Starlight	(181,738)	0	(181,738)	0.00
Reduce positions in Children's Criminal Justice Program	(183,257)	0	(183,257)	(2.00)
Eliminate funding for Methadone Programs serving former SSI clients	(109,524)	0	(109,524)	0.00
Reduce position at Adult Services sites	(78,967)	0	(78,967)	(0.92)
Reduce position at Children's Youth Crisis Team	(86,147)	0	(86,147)	(1.00)
Reduce funding for HIV Prevention	(28,789)	0	(28,789)	0.00
Reduce Public Health Prevention - Administration support for Prevention Consortium	(12,400)	0	(12,400)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(178,928)	0	(178,928)	0.00
Total Behavioral Health	***(7,569,421)***	***836,731***	***(8,406,152)***	***(20.83)***

VBB Funding Adjustments	**Appropriation**	**Revenue**	**Net County Cost Inc/(Dec)**	**FTE**
Public Health				
Eliminate positions in Administration and Family Health Programs	(1,351,553)	(701,128)	(650,425)	(19.17)
Eliminate positions in Field Nursing	(1,029,479)	(398,214)	(631,265)	(11.33)
Eliminate positions in Community Health Services	(112,021)	0	(112,021)	(1.55)
Eliminate positions in Communicable Disease	(394,717)	(56,516)	(338,201)	(5.00)
Eliminate positions in Office of AIDS	(337,566)	0	(337,566)	(4.92)
Reduce operating expenses in professional, special departmental, travel, office and training expenses	(1,055,123)	0	(1,055,123)	0.00
Reduce Community-Based Organizations contracts in Office of AIDS and Family Health	(30,098)	0	(30,098)	0.00
Medi-Cal Administrative Activities (MAA) Revenue	0	232,775	(232,775)	0.00
Maternal & Child Health Revenue	0	70,013	(70,013)	0.00
Improving Pregnancy Outcomes Program (IPOP) Revenue	0	74,560	(74,560)	0.00
Child Health & Disability Prevention (CHDP) Revenue	0	537,702	(537,702)	0.00
Black Infant Health Revenue	0	82,557	(82,557)	0.00
California Children's Services Revenue	0	513,330	(513,330)	0.00
Foster Care Revenue	0	59,432	(59,432)	0.00
Medical Therapy Project Revenue	0	2,952	(2,952)	0.00
Teenage Relationship Improvement Project Revenue	0	7,577	(7,577)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(96,796)	0	(96,796)	0.00
Total Public Health	***(4,407,353)***	***425,040***	***(4,832,393)***	***(41.97)***
Environmental Health				
Increase revenue through expanded permit & fee collection efforts	0	163,107	(163,107)	0.00
Eliminate positions	(336,892)	0	(336,892)	(3.50)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(19,040)	0	(19,040)	0.00
Total Environmental Health	***(355,932)***	***163,107***	***(519,039)***	***(3.50)***
Subtotal VBB Changes	**(12,742,589)**	**1,958,932**	**(14,701,521)**	**(68.31)**
2003-04 Proposed Budget	**465,947,433**	**390,163,756**	**75,783,677**	**1,074.84**

- Use of Fiscal Management Reward Program savings of $14,000,000.

Service Impacts

Administration Health

- Across-the-board reduction in community-based provider funding may result in an overall, though undetermined, reduction in adult indigent patients services.

- Eliminating 2.00 vacant full-time equivalent administrative positions should result in minimal service impacts.

Behavioral Health

- Across-the-board reductions in community-based provider contract funding may result in an overall reduction in Behavioral Health Care Services provided by these organizations. An estimated 549 clients, including adults and children, may be affected by this reduction. An estimated 37 community-based provider staff may also be impacted.

- In collaboration with SSA, reduce indirect service expenses such as CalWORKs promotional materials and public education. Instead, the funds will be redirected to pay for steadily increasing direct treatment services used by CalWORKs clients. Direct services will not be reduced. In addition, some services currently claimed against CalWORKs will be shifted to Medi-Cal and Early and Periodic Screening Diagnosis and Treatment.

- Reducing four acute inpatient beds at the John George Pavilion will eliminate 1460 bed days of acute inpatient care. An estimated 200 clients, who would otherwise be hospitalized, will be redirected to alternative community programs. These include John George Psychiatric Emergency Services, Sausal Creek Crisis Services, the Gladman Short-Stay Unit, the Crisis Clinic and Service Teams.

- Reducing 5.00 vacant full-time equivalent positions in the Children's System of Care program will result in loss of flexibility to provide clinical and non-clinical support services to families in critical need. Twenty to twenty-five cases will be absorbed at a level I children's outpatient clinic.

- Reducing 10.00 vacant full-time equivalent positions in the Vocational Program will result in loss of flexibility to provide a broad range of pre-vocational and vocational services to clients with severe persistent mental illnesses. These services include supported employment, individual job coaching, vocational groups at Community Support Centers, work enclaves and work projects, vocational classes, and job development.

- Approximately 24 residential beds intended to serve men with alcohol and/or substance abuse problems provided by the West Oakland Health Council, Inc.'s Center will be restructured to provide less costly services. These beds are not currently in operation as the intended service site is undergoing renovation.

- Reducing funding for the Oakland Independence Support Center (OISC) contract will result in the loss of self-help services to those who are homeless and have persistent mental illness. Approximately 250 clients will be impacted by this reduction.

- Reducing the number of beds purchased from the Starlight Community Treatment Facility from 10 beds to 8 beds will result in the loss of 730 bed days and reduce the ability to respond to adolescents in need.

- Reducing funding for the Public Health Secondary Prevention Consortium will reduce primary prevention services. No direct treatment services are involved with this reduction. Community-based organizations impacted include the East Oakland Boxing Association, Interfaith Prevention Program, and Community Recovery Services.

- Eliminating funding for Methadone Programs serving former SSI clients will eliminate services to 175 clients who annually receive these services. Uninsured clients will be asked to pay for their methadone services, or will be offered transitional detoxification services.

- Reducing HIV prevention services still leaves BHCS providing HIV prevention services above the federally mandated HIV set-aside level. This reduction to the East Bay Community Recovery Program represents an approximate 20% reduction in the current HIV prevention effort.

- Reducing funding for the Oakland Adult Community Support Center Socialization Program reduces services to the approximately 80 clients with mental illness using the program, including an estimated 40 clients who use the program Monday through Friday each week.

- Reducing 2.00 vacant full-time equivalent positions in the Children's Criminal Justice Program may reduce the amount of content included in Court reports regarding placement and service needs. However, minimum reporting requirements will be maintained.

- Reducing Alcohol and Drug Secondary Prevention - Early Intervention services will lead to reduced services at the Mandana Community Recovery Center that provides services to recovering people and people with co-occurring disabilities. Funding will also be reduced for the Bi-Bett East Bay Recovery Center.

- Reducing 1.00 vacant full-time equivalent position in the Children/Youth Crisis Team results in decreased flexibility to provide services in a school setting and loss of a post hospitalization case management capacity for 15 – 20 children.

- Reduce 0.92 vacant full-time equivalent case manager position at the Eden Adult Community Support Center will result in the loss of capacity to cover the existing and any increased caseload.

Public Health

- Eliminating 4.67 full-time equivalent positions in Administration and 14.5 full-time equivalent positions in Family Health Programs may result in the following service reductions: reduced capacity to provide information systems support, the dispensing of public health information to the community, and intensive case management and support of children in Child Health and Disability Prevention and California Children Services. Most incumbents will be shifted into vacant funded positions. Workload to be absorbed by existing staff.

- Elimination of 11.33 full-time equivalent positions in Field Nursing may result in a decrease in the number of home visits for children and families, an increase in length of time to response to referrals, and a decrease in the number of immunization community outreach activities.

- Elimination of 1.55 full-time equivalent positions in Community Health Services may lead to a decrease in education efforts to reduce teenage smoking and administrative support.

- Elimination of 5.00 full-time equivalent positions in Communicable Disease may result in a decrease in Public Health Lab services to non-County entities, as well as enrollment of children in immunization registry, and screening of children for Chlamydia.

- Elimination of 4.92 full-time equivalent positions in Office of AIDS will result in reduced capacity to provide these services. All positions are currently vacant.

- Reductions in other operating expenses reduce the flexibility to support provision of direct services.

Environmental Health

- The inventory of sites requiring hazardous materials permits will be expanded. Food Inspection Program penalty fee collection efforts will be enhanced through the use of ATM, credit card, and Web-based payment options.

- Elimination of 1.00 vacant full-time equivalent Senior Environmental Health Specialist, 0.50 full-time equivalent Information Systems Analyst, and 1.00 full-time equivalent Environmental Health Specialist positions includes the shifting of these costs to the grant fund and the shifting of workload to existing staff. Elimination of 1.00 full-time equivalent Chemist position will result in a reduction in Lab Services. Department may need to contract with private labs on an as needed basis.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Health Care Services budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**465,947,433**	**390,163,756**	**75,783,677**	**1,074.84**
HCSA Admin				
Transfer of ICPC from SSA to HCSA	1,048,010	748,781	299,229	2.06
Board Approved Public Benefit Fund for ICPC Sexually Exploited Minors Project	20,000	0	20,000	0.00
Technical Adjustments due to Classification Actions			0	(0.17)
Total HCSA Admin	***1,068,010***	***748,781***	***319,229***	***1.89***
Behavioral Health Care				
Acceptance of Safe and Drug Free School Grant	200,000	200,000	0	0.00
Technical adjustments due to classification actions	0	0	0	0.00
Mid-year adjustment for master contract with Telecare Corporation	3,034,674	3,034,674	0	0.00
Approval of a contract with ZDK, Inc. for methadone maintenance services	50,000	50,000	0	0.00
Total Behavioral Health	***3,284,674***	***3,284,674***	***0***	***0.00***
Public Health				
Board Approved Acceptance Public Health Preparedness and Response to Bioterrorism Award	1,620,486	1,620,486	0	11.67
Board Approved Mid-Year Adjustment for California Children's Services Diagnosis, Treatment and Therapy Program	434,878	434,878	0	0.00
Board Approved Acceptance of Allocation for Child Health Disability & Prevention Program	282,879	282,879	0	(1.08)
Other Board Approved Mid-Year Adjustments	6,662	6,662	0	(1.75)
Board Approved Public Benefit Fund for Reducing Health Disparities: Mother and Babies; and for Oakland/Berkeley Community Action to Fight Asthma	40,000		40,000	0.00
Technical Adjustments Due to Classification Actions	0	0	0	0.95
Total Public Health	***2,384,905***	***2,344,905***	***40,000***	***9.79***
Environmental Health				
Board Approved Waste Tire Enforcement Grant award	210,060	210,060	0	0.00
Total Environmental Health	***210,060***	***210,060***	***0***	***0.00***
Subtotal Board/Final Changes	**6,947,649**	**6,588,420**	**359,229**	**11.68**
2003-04 Approved Budget	**472,895,082**	**396,752,176**	**76,142,906**	**1,086.52**

The Final Budget includes funding for 1,086.52 full-time equivalent positions at a net county cost of $ 76,142,906.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 1,086.52 full-time equivalent positions at a net county cost of $76,142,906.

MAJOR ACCOMPLISHMENTS IN 2002-2003 INCLUDE:

BEHAVIORAL HEALTH SERVICES (BHCS)

Adult Service System

- Opened Sausal Creek, a Crisis Stabilization Center located in Oakland. This service allows individuals in crisis to seek services earlier in the course of their illness, provides an alternative to expensive hospital based services, and will reduce over-utilization of emergency room services.

- Opened a 14-bed Voluntary Short Stay Unit at Gladman Mental Health Rehabilitation Center as an alternative to involuntary hospitalization for clients in need of acute care.

- Continued implementation of C.H.A.N.G.E.S. Program to link people with the co-occurring disorders of mental illness and chemical use and abuse to community treatment programs and reduce their continued inappropriate (and ineffective) use of emergency services.

- Fully implemented the Substance Abuse and Crime Prevention Act of 2000 (Prop 36). Over 3,500 people have been actively involved in treatment in lieu of incarceration. First year outcome data has shown a reduction of jail recidivism and successful completion of treatment for chemical dependence.

- Continued consumer and family empowerment efforts consistent with State and federal best practice initiatives:
  - Wellness and Recovery Action Plan (WRAP) training provided to consumers, their treating clinicians, their families and others in their support systems in order to articulate their service needs during crises, and to define their plans for steps toward recovery.
  - In collaboration with the Mental Health Association, and multiple Families Groups, developed a "Quick Guide for Caregivers of Relatives and Friends with Mental Illness." It is available to families, the community, and to police agencies that often are the initial point of contact for acute episodes and involuntary treatment.

Infant, Child and Youth Services

- Expanded Infant, Child, and Youth Behavioral Health Services through maximizing Medi-Cal EPSDT (Early Periodic Screening Diagnosis and Treatment) Funding:
  - Developed a coordinated expansion strategy using priorities (approved by the Board of Supervisors) established with the Children's Advisory Committee of the Mental Health Board and the EPSDT coordinating committees.
  - Increased school-based services
  - Expanded the Infant Mental Health Program
- Opened Unit 1 at Juvenile Hall to provide mental health enriched services to youngsters in the Hall with special behavioral health needs, and began providing substance abuse intervention services at Juvenile Hall.
- Implemented a more effective and accountable process for prescribing and monitoring medications for children and youth who are wards of the court who have serious emotional disturbances by making the services of a consulting child psychiatrist available to child welfare workers, public defenders, and the courts.

ENVIRONMENTAL HEALTH

- 250 teachers from Oakland Unified School District, Early Childhood Program from 46 sites completed nutrition, gardening, and food safety training and are now implementing a nutrition program with 400 children attending.
- Four after-school programs located in West Oakland provided outreach services to an estimated 150 children aged 9-13 years old with a computer-based nutrition program that promotes eating more fruits and vegetables, computer literacy, and physical education.
- The Cooperative Extension built a strong partnership of community and public agencies to outreach and educate clients on the use of the Electronic Benefit Transfer (EBT) card and the purchase of fresh fruits and vegetables from local farmers' markets.
- 100 volunteers trained and worked with the Master Gardener program in communities throughout the County promoting environmentally safe gardening practices through reducing the use of pesticides.
- Organized a campaign for Latino families in the Spanish media and radio to promote more consumption of fruits and vegetables.
- The "Suspected Anthrax Response Unit" responded to all suspected anthrax requests made by agencies in Alameda County except Berkeley. To date there have been 83 requests.

- The Household Hazardous Waste Program handled 2.0 million pounds of hazardous waste from over 20,000 households and 380 small businesses.

- Collaborated with the Alameda County Childhood Lead Prevention Program to assist in the elimination of lead hazards in properties where children with elevated lead blood levels reside. Environmental Health provides the enforcement component for this program.

- Provided over 6,800 hours of technical oversight to over 500 properties contaminated by underground storage tanks that leaked fuel to subsurface soil and groundwater.

INDIGENT HEALTH SERVICES

- Participated in countywide Health Insurance Portability and Accountability Act (HIPAA) workgroup and development of a countywide HIPAA assessment RFP and implemented agencywide HPAA privacy policies.

- Expanded the range and volume of prevention and early intervention mental health services provided to children and youth via Medi-Cal Early and Periodic Screening Diagnosis and Treatment.

- Designed and facilitated an Alameda County Children and Youth Task Force in partnership with Supervisor Carson's office.

- Designed and facilitated the School-County Partnership Project in partnership with the Alameda County Children and Families Commission, Alameda Alliance for Health, Assemblywoman Chan's office, Oakland Unified School District, and Social Services Agency.

- Designed and began construction of a best practice Youth Development Center, Project YES!

- Enhanced the range, volume, and quality of services provided by Alameda County's Court-Appointed Special Advocate (CASA).

SCHOOL BASED HEALTH CENTER (SBHCF)

- Increased the number of SBHCs from seven to eleven sites (eight SBHCs in full operation: two in start-up phase; one in planning phase).

- In the 2001-02 school year, approximately 14,229 visits were provided to over 4,281 students including over 13,767 medical services, 3,132 mental health services, 1,489 individual health education services, and over 9,000 students were reached through group or general health education efforts.

- Successfully obtained $1.2 million to support the growth of the SBHCF.

INTERAGENCY CHILDREN'S POLICY COUNCIL (ICPC)

Integrated Services

- Assisted in the implementation of the three-year expansion of the Project Destiny, funded through the California Title IV-E Child Welfare Waiver Demonstration Project and SB 163, State supported wraparound services initiative.

- Continued to provide staff support for Project YES! which involves ongoing planning and program design development for a comprehensive youth development/services center at the former Eastern Health Center located next to Castlemont High School.

Neighborhood Initiatives

- Developed an outcomes-based contract reporting process that is more closely aligned with ICPC and Promoting Safe and Stable Families (PSSF) goals and objectives.

- Initiated planning to establish an advisory role and function for Neighborhood Policy Work Group with the goal to develop policy recommendations to support/sustain the current three (3) neighborhood initiatives and establish the framework to engage other communities.

School-Linked Services

- ICPC staff played a key role in strengthening relationships and building the infrastructure for the Our Kids/Safe Passages Initiative, which resulted in the development, planning, and program implementation of comprehensive school-based service delivery approaches for at risk school age children in both Hayward and Oakland School Districts. ICPC staff has provided staff support for the project and has been instrumental in developing successful linkages to the local school sites.

System Reform

- ICPC staff, with input from various ICPC stakeholders, completed a year long restructuring process including two Executive Committee retreats. The ICPC meeting format has been modified to support policy development, and the body now meets every other month and three standing workgroups have been established.

- The Children Services' Budget continued to evolve with refining (in partnership with CAO) performance measurements to complement the budget information provided by each participating County agency and department.

Vulnerable Populations

- Successfully developed and staffed an interagency task force focused on addressing the complex service needs of minors involved in prostitution.

- Hosted our third "road map" conference series, Profiles in Vulnerability:
- Understanding, Reaching, and Supporting Sexually Exploited Minors. Over 150 individuals attended the daylong event.

PUBLIC HEALTH

Administrative Services

- With Emergency Medical Services staff, developed and implemented 911 response system, Fire-Rescue One. The system reflects continuous response to report response times and outcomes.
- Continued implementation of integrated ECChange system and the Community Health Activities and Registration Tracking System (CHARTS) for Community Health Teams Began work on development of long term maintenance plan for ECChange/CHARTS.
- Via contractor, developed Uniform Individual Time Card system for use by approximately 400 employees and began implementation. Began planning process related to development of consolidated claim format. System will be used in the implementation of AB1259 (blended funding).

Public Health Nursing

- Collaborated with Every Child Counts to provide home visits to post partum women and their newborns.
- Collaborated with Alameda County Probation Department to provide health assessments, health promotion counseling, health education, and resource referrals to teens under the jurisdiction of the Probation Department. In addition, the Public Health Nurses provided group health education classes on personal hygiene, HIV/AIDs nutrition, family planning/birth control, basic health issues, and substance abuse prevention and intervention.
- Public Health Nurses ran clinics in Districts Two and Five offering immunizations, health promotion, pregnancy testing, counseling, health education, and referrals.
- District Three Public Health Nurses in collaboration with the University of California, San Francisco and the Day Worker Program in the Chinatown/Fruitvale area, provided health assessments, health promotion, counseling, health education, and referrals to day workers.
- Improving Pregnancy Outcome Program (IPOP) provided case management services to pregnant and post-natal women and their children, with a focus on to reducing the risk of infant and maternal morbidity and mortality. The case management services were provided in North Oakland, Fruitvale, East Oakland, and San Leandro.

- TB Control increased epidemiology surveillance for high-risk populations, especially B1/B2 immigrants. The program did more intensive tracking and follow-up of individuals visiting or migrating from other parts of the world to Alameda County to assure access to medical care.

- Participated in Bay Area Tuberculosis genotyping of cases which aid the County in understanding chains of transmission within clusters of cases infected with similar strains of tuberculosis using current DNA fingerprinting methods This enabled the expansion of contact tracking and improved community control.

Family Health Services

- California Children Services (CCS) began a team process to analyze and improve operations and promote services which are both timely and "family/provider friendly." The intent is to create an efficient organizational design, which assures maximum use of federal, state and county funds and other resources within HCSA and community.

- Thus far, the organizational redesign process has substantially streamlined operational procedures, thereby improving efficiency from referral/intake to opening/denial of a case and final closure upon completion of services.

Child Health & Disability Prevention Program (CHDP)

- Participated in the Nutrition Coalition of Alameda County, (NCAC), to develop strategies for prevention of childhood obesity in high risk zip codes by targeting medical providers in those zip codes.

- Presented two "Preventive Care Billing" trainings this year as a result of the interest expressed last year for this type of training. The training was also optimized as an opportunity to educate provider staff regarding referral resources.

- High volume providers were targeted for interventions to improve the quality and accuracy of their PM 160s (state CHDP billing forms). The goal is both to decrease the percentage of denials of provider claims by the state fiscal intermediary and to improve efficiency of referral processing, so that children in need of case coordination will receive necessary follow-up in a timely manner.

MCAH Programs

- Thanks to the Alameda County Breastfeeding Task Force, a Guinness Book of World Records breastfeeding event was held during Aug 2002 in Alameda County. We set a new world record, and gained positive publicity for breastfeeding globally. Press releases about the event were heard over all the news wires during World Breastfeeding Week.

- Established Multicultural, Multilingual Health Information Team to provide health information and referrals to pregnant and parenting women and groups in diverse community locations. From July –December 2002, a total of 8,533 clients.

Community Health Services

- Asthma Start provided case management services exceeding the full year's projected enrollment goal of 100 families. Results included: 56% of families reported decreased symptoms and another 42% reported maintaining very low level of symptoms. 80% families reported no or fewer hospital emergency room visits since enrolling in the program.

- Diabetes Program successfully enrolled 40 new clients for individual case management services, and established two community work groups in East Oakland and South Hayward.

- Health Care for the Homeless successfully developed and presented a proposal to the Bureau of Primary Health Care (BPHC) to provide evening van services to homeless people living in encampments throughout Alameda County. This is a two-year funding award. The program was also successful in obtaining funding from the City of Oakland Community Action Agency to provide case management and support services (i.e., emergency hotel vouchers, move-in assistance and eviction prevention) to homeless single adults and adults with children.

- Healthcare for the Homeless also provided more than 6,752 primary care visits and 14,180 case management and substance abuse encounters to more than 6,002 unduplicated homeless individuals.

- Nutrition Services Program collaborated with other nutrition programs and/or professionals in Alameda County by representing the Public Health Department on Oakland Unified School District Nutrition Task Force chairing monthly meetings of county-wide Nutrition Coalition and participating in quarterly meeting of Bay Area Nutrition Sub Committee for the Child Health and Disability Prevention Program.

- Conducted nutrition intervention for adults that focus on reducing the health disparities in Alameda County by providing one-on-one Medical Nutrition Therapy to physician referred adults for diabetes, hypertension, obesity and hyperlipidemia.

- Conducted nutrition intervention for children in Alameda County aimed at increasing fruit & vegetable consumption and physical activity levels by preparing interactive, educational and fun nutrition education sessions for 22 classrooms and 9 after-school programs in the Oakland Unified School District, providing 1040 in-classroom and after-school nutrition education/physical activity promotion interventions/ contacts and providing individual medical nutrition therapy for 10 overweight children referred by physicians through the Alameda Alliance for Health Insurance Plan.

- Office of Dental Health provided classroom dental health education to over 16,000 pre-school through 6th grade students in conjunction with decay-inhibiting topical agents when appropriate. It also implemented school-based/school-linked (SB/SL) dental health service programs at 33 schools throughout Alameda County.

- Project New Start successfully applied for and received through a competitive bid process a laser machine valued at $250,000. This machine will allow for the expansion of the tattoo removal program in Oakland.

- Project New Start entered into contract with La Clinica de la Raza to carry out expansion efforts for Project New Start-Oakland. These efforts will augment laser surgery, outreach to former gang, drug & criminal youth and, health care services in the Fruitvale and East Oakland districts. Also continued MOU negotiations with the ten (10) county and CBO agencies which provide the mentorship scope of services to include the provision of extensive outreach to at-risk youth within Oakland, Berkeley, San Leandro and unincorporated areas of Alameda County.

- Tobacco Control educated tobacco retail merchants, community-based organizations, food, hospitality and local businesses on state and/or local ordinances and/or tobacco control policies. Also provided technical assistance and training to local jurisdictions for the implementation and enforcement of state and local regulations.

- Women, Infants, & Children (WIC) increased breastfeeding rates among WIC participants and exceed the statewide WIC breastfeeding rate by 20-25%. Also received 2 additional grant awards to increase the consumption of fruits and vegetables in the WIC population and to provide quality nutrition education to WIC participants. Provided classes to participants targeted at decreasing obesity and reducing dental disease in children.

Division of Communicable Disease Control and Prevention

Chlamydia Screening Project (ClasP)

- Chlamydia Screening Project (ClasP) Obtained additional funds for Chlamydia screening through a competitive grant process, and initiated a new STD screening program at Juvenile Hall. Continued to provide STD screening at other venues to reach at risk adolescents.

- Immunization Assistance Project (IAP) distributed an estimated 44,000 doses of vaccine.

- HIV Testing/Hepatitis C Screening, through working with CBOs, provided advocacy, counseling and referral for clients who screen positive for Hepatitis C. Also provided 1,500 HIV tests and 1,600 Hepatitis C tests.

- Acute Communicable Disease Control and Prevention Unit provided disease specific information and policy guidance on the transmission, control, and prevention of communicable/infectious diseases in response to over 9,000 telephone calls from medical providers, schools, businesses, health department staff, and other health care professionals.

- STD Control Program collaborated with two major providers to improve reporting of sexually transmitted diseases. One provider increased their reporting of STD's from 4% to over 90%

- Public Health Laboratory validated and established protocols for a new polymerase chain reaction (PCR) method for the detection of Chlamydia and gonorrhea in urine. This new method reduces the time it takes to perform the test, and gives the clinicians results sooner. This new method also protects lab workers from repetitive stress injuries by reducing the number of pipetting steps.

- To assist the County in its efforts to reduce the number of tuberculosis cases, the Public Health Laboratory tested 3,566 specimens for tuberculosis and was able to reduce the reporting time on more specimens from 14 days to 6 days

HIV/AIDS

- Office of AIDS Administration made over $8,000,000 available to the community for the provision of Care and Treatment services, and continued to provide comprehensive monitoring activities which include an average three (3) site visits, technical assistance, and written feedback for the visits and progress reports; all AIDS and Drug Assistance Program sites received a site visit.

Emergency Medical Services (EMS)

- 5150 Transport – The Request for Proposal contract was completed and Purchasing awarded the contract to American Medical Response (AMR). Under this contract AMR will provide unscheduled transportation services for psychiatric patients medically assessed as determined to be medically stable for transport to an appropriate facility for psychiatric evaluation. These services are being provided to the 8,000 patients per year in need of these services.

Health Care Services	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	60,097,046	69,934,010	87,115,044	99,009,052	94,827,903	7,712,859	(4,181,149)
S&S	172,675,124	195,710,331	197,285,505	214,750,489	212,725,254	15,439,749	(2,025,235)
Other	147,419,854	156,848,437	181,874,886	174,926,679	175,342,599	(6,532,287)	415,920
Fixed Assets	610,904	271,609	11,750	11,750	11,750	0	0
Intra Fund Transfers	(7,973,070)	(8,369,110)	(11,288,732)	(10,829,798)	(10,834,274)	454,458	(4,476)
Other Financing Uses	1,551,331	1,344,640	826,578	821,850	821,850	(4,728)	0
Net Appropriation	374,381,189	415,739,917	455,825,031	478,690,022	472,895,082	17,070,051	(5,794,940)
Financing							
Revenue	310,261,461	362,798,929	380,450,801	388,204,824	396,752,176	16,301,375	8,547,352
Total Financing	310,261,461	362,798,929	380,450,801	388,204,824	396,752,176	16,301,375	8,547,352
Net County Cost	64,119,728	52,940,988	75,374,230	90,485,198	76,142,906	768,676	(14,342,292)
FTE - Mgmt	NA	NA	313.83	324.42	312.42	(1.41)	(12.00)
FTE - Non Mgmt	NA	NA	780.08	818.72	774.10	(5.98)	(44.62)
Total FTE	NA	NA	1,093.91	1,143.14	1,086.52	(7.39)	(56.62)
Authorized - Mgmt	NA	NA	364	381	378	14	(3)
Authorized - Non Mgmt	NA	NA	920	1,037	1,024	104	(13)
Total Authorized	NA	NA	1,284	1,418	1,402	118	(16)

Total Funding by Source

Major Funding Source	2002 - 03 Budget	Percent	2003 - 04 Budget	Percent
Licenses, Permits & Franchises	$19,500	0.0%	$19,500	0.0%
Fines, Forfeits & Penalties	$3,394,814	0.7%	$3,518,259	0.7%
Use of Money & Property	$345,516	0.1%	$345,516	0.1%
State Aid	$170,383,082	37.4%	$184,483,179	39.0%
Aid from Federal Govt	$0	0.0%	$31,752,673	6.7%
Aid from Local Govt Agencies	$0	0.0%	$459,397	0.1%
Charges for Services	$0	0.0%	$69,068,186	14.6%
Other Revenues	$11,646,386	2.6%	$14,105,466	3.0%
Other Financing Sources	$105,298,428	23.1%	$93,000,000	19.7%
Available Fund Balance	$0	0.0%	$0	0.0%
Subtotal	$291,087,726	63.9%	$396,752,176	83.9%
County-Funded Gap	$164,737,305	36.1%	$76,142,906	16.1%
TOTAL	$455,825,031	100.0%	$472,895,082	100.0%

Departments Included:

Administration/Indigent Health
Public Health
Behavioral Health
Environmental Health

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
HEALTH CARE SERVICES AGENCY								
Health Care – Admin								
ACMC - Skilled Nursing Facility	2,000,000			0			2,000,000	0
Total – Health Care Admin	2,000,000	0	0	0	0	0	2,000,000	0
Public Health								
Oakland Community Partnership	32,080	0	0	0	0		32,080	0
Total - Public Health	32,080	0	0	0	0	0	32,080	0
Field Nursing								
Alameda County Medical Center	0		0		150,000	0	150,000	
Asian Health Services, Inc.	0	0	0	0	6,000	0	6,000	
Asian Health Services, Inc.	20,000	0	0	0	0		20,000	0
La Clinica de la Raza	0	0	0	0	6,000	0	6,000	
Lifelong Medical Care	0	0	0	0	6,000	0	6,000	
Native American Health Center	0	0	0	0	6,000	0	6,000	
Tiburcio Vasquez Health Center, Inc.	0	0	0	0	6,000		6,000	
Tri-City Health Center	0	0	0	0	6,000	0	6,000	
Valley Community Health Center	0	0	0	0	6,000	0	6,000	
West Oakland Health Council, Inc.	0	0	0	0	6,000	0	6,000	
Total - Field Nursing	20,000	0	0	0	198,000	0	218,000	0
Public Health Family Health Services								
Bananas, Inc.	35,000	289	1,167	1,456	1,456	(1,456)	36,456	1,456

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Children's Hospital - Oakland	109,983	909	3,666	4,575	4,575	(4,575)	114,558	4,575
Children's Hospital - Oakland	305,259	405	1,635	2,040	(254,191)	(2,040)	51,068	(254,191)
Through the Looking Glass	15,000	124	500	624	624	(624)	15,624	624
Tri Cities Children's Center	33,732	279	1,124	1,403	1,403	(1,403)	35,135	1,403
Tri Cities Children's Center	0	0	0	0	7,000	0	7,000	
Total - Public Health Family Health Services	498,974	2,006	8,092	10,098	(239,133)	(10,098)	259,841	(246,133)
Community Health Services								
American Lung Association of Alameda County	790,000	0	0	0	0		790,000	0
Community Recovery Services	251,726	0	0	0	6,332	(100,985)	157,073	(94,653)
East Oakland Boxing Association	17,591	0	0	0	444	(7,058)	10,977	(6,614)
Interfaith Prevention Program, Inc.	51,205	0	0	0	1,289	(20,543)	31,951	(19,254)
La Familia Counseling Services	0	0	0	0	73,935	0	73,935	
Total - Community Health Services	1,110,522	0	0	0	82,000	(128,586)	1,063,936	(120,521)
Communicable Disease Services								
Asian Health Services, Inc.	19,470	0	0	0	6,530		26,000	6,530
Bay Area Black Consortium for Quality Healthcare	5,150	0	0	0	258		5,408	258
East Bay Community Recovery Project	49,224	0	0	0	7,869		57,093	7,869
La Clinica de la Raza	66,198	0	0	0	8,802		75,000	8,802
Tiburcio Vasquez Health Center, Inc.	78,290	0	0	0	(38,290)		40,000	(38,290)
Tri-City Health Center	17,845	0	0	0	(17,845)		0	(17,845)
Urban Indian Health Board, Inc.	17,845	0	0	0	(17,845)		0	(17,845)
Valley Community Health Center	47,932	0	0	0	(10,932)		37,000	(10,932)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Total - Communicable Disease Services	301,954	0	0	0	(61,453)	0	240,501	(61,453)
HIV/AIDS Services								
AIDS Project of the East Bay	63,388	528	2,131	2,659	(66,047)		0	(63,388)
Alameda County Medical Center	85,068	2,632	10,615	13,247	243,355		341,670	256,602
Community Care Services	0	0	0	0	14,500		14,500	14,500
East Bay AIDS Center	13,668	0	0	0	(13,668)		0	(13,668)
East Bay Community Recovery Project	9,705	0	0	0	51,629		61,334	51,629
Eden I & R, Inc.					5,000		5,000	5,000
Lifelong Medical Care	17,363	0	0	0	(17,363)		0	(17,363)
Pacific Center for Human Growth	9,705	0	0	0	(9,705)		0	(9,705)
Perinatal Council	0	0	0	0	12,500		12,500	12,500
The HIV Education & Prevention Project	88,260	0	0	0	0		88,260	0
The HIV Education & Prevention Project	145,000	0	0	0	0		145,000	0
The HIV Education & Prevention Project	232,501	0	0	0	(232,501)		0	(232,501)
Tri-City Health Center	103,160	0	0	0	100,000		203,160	100,000
Tri-City Health Center	243,869	709	2,859	3,568	(112,190)		135,247	(108,622)
Valley Community Health Center	9,705	0	0	0	(9,705)		0	(9,705)
Total - HIV/AIDS Services	1,021,392	3,869	15,605	19,474	(34,195)	0	1,006,671	(14,721)
Mental Health								
AC Mental Health Association	928,122	7,425	31,185	38,610	0	(29,758)	936,974	8,852
AC Network of Mental Health Clients	631,342	4,691	21,201	25,892	0	(19,478)	637,756	6,414
Alameda County Medical Center	22,683,316	179,867	755,439	935,306	(200,000)	(1,223,772)	22,194,850	(488,466)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Ann Martin Children's Center, Inc.	276,325	2,211	9,285	11,496	0	(4,739)	283,082	6,757
Asian Community Mental Health Services	1,988,319	16,558	68,079	84,637	77,501	(53,081)	2,097,376	109,057
Bay Area Community Services, Inc.	2,545,428	20,310	85,301	105,611	61,400	(81,659)	2,630,780	85,352
Berkeley Place, Inc.	541,927	4,335	18,209	22,544	0	(13,613)	550,858	8,931
Bonita House, Inc.	1,430,262	11,383	47,807	59,190	(7,423)	(43,520)	1,438,509	8,247
Building Opportunities for Self-Sufficiency	1,575,811	12,560	52,632	65,192	(9,421)	(45,755)	1,585,827	10,016
CalWORKs-BHCS	547,251	0	0	0	(547,251)		0	(547,251)
Center for Independent Living	42,215	338	1,418	1,756	0	(1,352)	42,619	404
City of Fremont	91,538	732	3,076	3,808	41,192		136,538	45,000
Coalition for Alternatives in Mental Health	27,795	222	934	1,156	0	(890)	28,061	266
Crisis Support Services	569,982	4,560	19,151	23,711	0	(18,384)	575,309	5,327
East Bay Agency for Children	1,641,154	11,969	55,104	67,073	0	(47,768)	1,660,459	19,305
East Bay Community Recovery Project	239,305	1,914	8,041	9,955	0	(7,724)	241,536	2,231
Fred Finch Youth Center	2,351,871	17,084	73,800	90,884	(2,500)	(33,033)	2,407,222	55,351
Health and Human Resource Ed Ctr	25,000	750	858	1,608	0	(819)	25,789	789
La Cheim School, Inc.	913,963	7,312	30,709	38,021	0	(14,766)	937,218	23,255
La Clinica De La Raza	1,429,509	11,543	47,567	59,110	(14,017)	(44,825)	1,429,777	268
La Familia Counseling Services	1,384,133	11,014	46,259	57,273	(7,369)	(44,569)	1,389,468	5,335
Lifelong Medical Care	238,576	1,909	8,016	9,925	0	(2,768)	245,733	7,157
Lincoln Child Center	1,406,645	10,471	47,238	57,709	365,680	(37,229)	1,792,805	386,160
Mental Health EPSDT	24,648,747	72,735	298,077	370,812	(608,225)	(126,503)	24,284,831	(363,916)
Oakland Independence Support Center	482,510	3,860	16,212	20,072	0	(158,591)	343,991	(138,519)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	**FY 2002-03 Contract Amount**	**FY 2002-03 Annualized COLA**	**FY 2003-04 Proposed COLA**	**Total COLA**	**Other Adjust.**	**VBB Adjust.**	**FY 2003-04 Contract Amount**	**Change from FY 2002-03 Contract**
Ocadian Care Center	2,248,636	17,989	75,554	93,543	0	(72,043)	2,270,136	21,500
Parental Stress Services, Inc.	877,296	9,089	29,546	38,635	20,431	(16,664)	919,698	42,402
Peers Envisioning and Engaging In Recovery	151,707	0	4,807	4,807	(7,500)	(2,264)	146,750	(4,957)
Portia Bell Hume Behavioral Health	277,850	2,991	9,361	12,352	331,132		621,334	343,484
Schuman-Liles Clinic, Inc.	37,377	0	0	0	(37,377)		0	(37,377)
Seneca Center	3,206,095	24,488	107,686	132,174	242,545	(28,564)	3,552,250	346,155
U. C. Center on Deafness	171,847	1,235	5,769	7,004	0	(5,543)	173,308	1,461
United Advocates for Children Of California	299,157	0	0	0	0	(9,202)	289,955	(9,202)
Urban Indian Health Board, Inc.	55,596	445	1,868	2,313	0	(1,781)	56,128	532
West Oakland Health Council, Inc.	1,855,860	14,748	61,942	76,690	(12,354)	(59,412)	1,860,784	4,924
Xanthos, Inc.	224,650	1,797	7,548	9,345	0	(7,219)	226,776	2,126
Total - Mental Health	78,047,117	488,535	2,049,679	2,538,214	(313,556)	(2,257,288)	78,014,487	(32,630)
Alcohol and Drugs								
Adolescent Treatment Centers, Inc.	271,552	2,173	9,125	11,298	0	(8,700)	274,150	2,598
Alameda County Medical Center	882,660	7,116	29,659	36,775	0	0	919,435	36,775
Allied Fellowship Service, Inc.	135,572	0	0	0	0	0	135,572	0
Asian Community Mental Health Services	89,250	714	2,999	3,713	0	(2,859)	90,104	854
Asian Pacific Psychological Services	112,000	896	3,763	4,659	0	(3,588)	113,071	1,071
Bay Area Black Consortium for Quality Healthcare	154,133	1,233	5,179	6,412	0	(4,939)	155,606	1,473
Berkeley Addiction Treatment Svcs, Inc.	802,922	6,471	26,981	33,452	0	(31,962)	804,412	1,490
Bi-Bett Corporation	877,108	6,269	26,895	33,164	0	(61,863)	848,409	(28,699)
Building Opportunities for Self-Sufficiency	40,482	324	1,360	1,684	0	(1,297)	40,869	387

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
CalWORKs-BHCS	162,760	0	0	0	(137,760)		25,000	(137,760)
Carnales Unidos Reformando Adictos, Inc	736,356	3,597	15,106	18,703	0	(14,404)	740,655	4,299
Community Drug Council , Inc.	489,233	3,914	16,437	20,351	183,766	(15,672)	677,678	188,445
Davis Street Community Center, Inc.	199,528	0	6,651	6,651	0	(6,342)	199,837	309
Drug Court Partnership Program	190,475	0	0	0	(63,094)		127,381	(63,094)
East Bay Asian Youth Center	66,146	529	2,223	2,752	0	(2,119)	66,779	633
East Bay Community Recovery Project	2,057,048	11,480	48,220	59,700	0	(76,470)	2,040,278	(16,770)
Filipinos for Affirmative Action	49,589	397	1,666	2,063	0	(1,589)	50,063	474
Health and Human Resource Ed Ctr	37,295	728	3,059	3,787	53,750	(1,723)	93,109	55,814
Horizon Services, Inc.	2,550,143	19,532	83,800	103,332	(10,993)	(117,121)	2,525,361	(24,782)
Humanistic Alternatives to Addiction	2,157,215	17,398	72,487	89,885	0	(147,174)	2,099,926	(57,289)
Latino Commission On Alcohol And Drug Abuse	1,328,289	10,627	44,632	55,259	0	(42,556)	1,340,992	12,703
Magnolia Recovery Program, Inc.	197,829	0	6,594	6,594	0	(6,329)	198,094	265
Medi-Cal/Perinatal Pending	68,816	551	2,312	2,863	0	(2,204)	69,475	659
New Bridge Foundation, Inc.	1,088,981	6,895	28,963	35,858	0	(27,618)	1,097,221	8,240
New Leaf Counseling Services	127,086	1,017	4,270	5,287	0	(4,097)	128,276	1,190
Proposition 36 Funding	4,128,872	0	0	0	0		4,128,872	0
R.L Gedding Women's Empowerment	126,600	1,013	4,254	5,267	0	(4,056)	127,811	1,211
S.A.A.C.S., Inc.	573,004	4,584	19,253	23,837	0	(18,594)	578,247	5,243
Second Chance, Inc.	1,824,836	13,916	58,201	72,117	0	(50,732)	1,846,221	21,385
Seventh Step Foundation	47,828	0	0	0	0	0	47,828	0
St. Mary's Center	85,989	688	2,889	3,577	0	(2,755)	86,811	822

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
The Solid Foundation, Inc.	1,272,327	10,178	41,917	52,095	(25,000)	(39,987)	1,259,435	(12,892)
Tri-Valley Community Foundation	60,000	0	2,000	2,000	0	(1,908)	60,092	92
Urban Indian Health Board, Inc.	70,841	567	2,380	2,947	0	(2,269)	71,519	678
Valley Community Health Center	456,440	4,131	15,353	19,484	0	(14,648)	461,276	4,836
West Oakland Health Council, Inc.	3,462,578	27,502	111,335	138,837	(221,833)	(633,456)	2,746,126	(716,452)
Xanthos, Inc.	305,072	2,440	10,250	12,690	0	(9,781)	307,981	2,909
YMCA of the East Bay	173,697	1,390	5,836	7,226	0	(5,565)	175,358	1,661
ZDK, Inc.	1,009,345	8,074	33,914	41,988	50,000	(32,499)	1,068,834	59,489
Total - Alcohol and Drugs	28,469,897	176,344	749,963	926,307	(171,164)	(1,396,876)	27,828,164	(641,733)
County Medical Service Plan								
Alameda County Medical Center	2,606,667	19,797	86,889	106,686			2,713,353	106,686
Alameda County Medical Center	65,295,520	511,673	2,176,517	2,688,190			67,983,710	2,688,190
Alameda Health Consortium	40,625	318	1,354	1,672		(846)	41,451	826
Asian Health Services, Inc.	959,146	7,506	31,972	39,478		(19,972)	978,652	19,506
Berkeley Women's Health Center	397,439	3,110	13,248	16,358		(8,276)	405,521	8,082
Children's Hospital - Oakland	0			0	45,000		45,000	45,000
City of Berkeley	90,000			0			90,000	0
East Bay Asian Youth Center	0			0	45,000		45,000	45,000
La Clinica de la Raza	270,000			0			270,000	0
La Clinica de la Raza	2,091,578	16,369	69,719	86,088		(43,554)	2,134,112	42,534
Lifelong Medical Care	981,017	7,677	32,701	40,378		(20,428)	1,000,967	19,950
San Lorenzo Unified School District	90,000			0			90,000	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	**FY 2002-03 Contract Amount**	**FY 2002-03 Annualized COLA**	**FY 2003-04 Proposed COLA**	**Total COLA**	**Other Adjust.**	**VBB Adjust.**	**FY 2003-04 Contract Amount**	**Change from FY 2002-03 Contract**
Tiburcio Vasquez Health Center, Inc.	90,000			0	90,000		180,000	90,000
Tiburcio Vasquez Health Center, Inc.	1,162,594	9,098	38,753	47,851		(24,209)	1,186,236	23,642
Tri-City Health Center	321,866	2,519	10,729	13,248		(6,702)	328,412	6,546
Urban Indian Health Board, Inc.	624,356	4,886	20,812	25,698		(13,001)	637,053	12,697
Valley Community Health Center	762,921	5,971	25,431	31,402		(15,886)	778,437	15,516
West Oakland Health Council, Inc.	1,435,438	11,234	47,848	59,082		(29,891)	1,464,629	29,191
Xanthos, Inc.	180,000			0			180,000	0
Total - County Medical Service Plan	77,399,167	600,158	2,555,973	3,156,131	180,000	(182,765)	80,552,533	3,153,366
Emergency Medical Services								
Alameda County Medical Center	171,000	0	0	0	(171,000)		0	(171,000)
Alameda County Medical Center	0			0	354,070		354,070	354,070
Children's Hospital - Oakland	0			0	354,070		354,070	354,070
Children's Hospital - Oakland	100,000	0	0	0	0		100,000	0
Children's Hospital - Oakland	1,482,480	0	0	0	0		1,482,480	0
Eden Hospital Medical Center	100,000	0	0	0	0		100,000	0
Eden Hospital Medical Center	0			0	354,070		354,070	354,070
Total - Emergency Medical Services	1,853,480	0	0	0	891,210	0	2,744,690	891,210
Grant Funded Contracts								
African-American Aids Support Svcs. AMASSI	10,000	-	-	-	(10,000)		-	(10,000)
African-American Aids Support Svcs. AMASSI	20,000	-	-	-	(20,000)		-	(20,000)
African-American Aids Support Svcs. AMASSI	144,845	-	-	-	(144,845)		-	(144,845)
African-American Aids Support Svcs. AMASSI	350,020	-	-	-	(350,020)		-	(350,020)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
AIDS Alliance	544,781	-	-	-	(252,071)		292,710	(252,071)
AIDS Project of the East Bay	20,000	-	-	-	(10,000)		10,000	(10,000)
AIDS Project of the East Bay	27,900	-	-	-	9,100		37,000	9,100
AIDS Project of the East Bay	491,481	-	-	-	(45,871)		445,610	(45,871)
AIDS Project of the East Bay	854,176	-	-	-	(308,176)		546,000	(308,176)
AIDS Project of the East Bay	-	-	-	-	-		-	-
Alameda County Medical Center	256,670	-	-	-	(256,670)		-	(256,670)
Alameda County Medical Center	594,671	-	-	-	(319,801)		274,870	(319,801)
Alameda County Medical Center	224,884	-	-	-	(24,884)		200,000	(24,884)
Alameda County Medical Center	4,766,383	-	-	-	-		4,766,383	-
Alameda County Medical Center	110,000	-	-	-	2,500		112,500	2,500
Alameda County Medical Center	195,000	-	-	-	-		195,000	-
Alameda County Medical Center	41,400	-	-	-	-		41,400	-
Alameda County Medical Center	74,186	-	-	-	(20,000)		54,186	(20,000)
Alameda County Medical Center	-	-	-	-	7,500		7,500	7,500
Alameda Health Consortium	10,000	-	-	-	3,960		13,960	3,960
Alameda Health Consortium	100,470	-	-	-	(2,190)		98,280	(2,190)
Alameda Healthcare Foundation	-	-	-	-	33,150		33,150	33,150
American Lung Association of Alameda County	24,250	-	-	-	(20,150)		4,100	(20,150)
American Lung Association of Alameda County	11,000	-	-	-	9,000		20,000	9,000
Ark of Refuge	149,956	-	-	-	11,739		161,695	11,739
Ark of Refuge	-			-	-		-	-

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Ark of Refuge	-			-	-		-	-
Asian Health Services, Inc.	2,500	-	-	-	-		2,500	-
Asian Health Services, Inc.	-			-	79,426		79,426	79,426
Bananas, Inc.	-			-	40,000		40,000	40,000
Bay Area Black Consortium for Quality Healthcare	45,000	-	-	-	(45,000)		-	(45,000)
Bay Area Black Consortium for Quality Healthcare	174,715	-	-	-	14,186		188,901	14,186
Bay Area Black Consortium for Quality Healthcare	270,000	-	-	-	(270,000)		-	(270,000)
Bay Area Black Consortium for Quality Healthcare	595,080	-	-	-	25,000		620,080	25,000
Berkeley Community Recovery Center	40,000	-	-	-	-		40,000	-
Berkeley Youth Alternatives	20,317	-	-	-	3,683		24,000	3,683
Bi-Bett Corporation	52,000	-	-	-	-		52,000	-
Big Brothers Big Sisters	36,000	-	-	-	(12,000)		24,000	(12,000)
Cal-PEP	45,000	-	-	-	-		45,000	-
Cal-PEP	-	-	-	-	40,000		40,000	40,000
Cal-PEP	76,840	-	-	-	(25,840)		51,000	(25,840)
Cal-PEP	157,837	-	-	-	23,775		181,612	23,775
Cal-PEP	231,025	-	-	-	16,392		247,417	16,392
Catholic Charities	236,923	-	-	-	15,976	(20,000)	232,899	(4,024)
Chabot Children Center	-			-	8,500		8,500	8,500
Children's Hospital - Oakland	20,250	-	-	-	(12,750)		7,500	(12,750)
Children's Hospital - Oakland	66,282	-	-	-	(23,850)		42,432	(23,850)
City of Berkeley	21,529	-	-	-	-		21,529	-

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Community Care Services	-	-	-	-	30,106		30,106	30,106
Crescent Healthcare Inc.	14,763	-	-	-	(6,570)		8,193	(6,570)
East Bay AIDs Center	178,079	-	-	-	7,778		185,857	7,778
East Bay Community Law Center	263,523	-	-	-	(80,291)		183,232	(80,291)
East Bay Community Recovery Project	212,361	-	-	-	(84,412)		127,949	(84,412)
East Oakland Community Project	211,793	-	-	-	(64,741)		147,052	(64,741)
Eden Hospital Medical Center	942,420	-	-	-	-		942,420	-
Eden I & R, Inc.	36,888	-	-	-	(26,118)		10,770	(26,118)
Family Support Services of The Bay Area	62,063	-	-	-	(18,877)		43,186	(18,877)
Haight-Ashbury (Ujima House)	34,586	-	-	-	2,914		37,500	2,914
Haight-Ashbury (Ujima House)	270,000	-	-	-	(270,000)		-	(270,000)
La Clinica de la Raza	8,000	-	-	-	10,000		18,000	10,000
La Clinica de la Raza	21,515	-	-	-	(815)		20,700	(815)
La Clinica de la Raza	27,470	-	-	-	5,162		32,632	5,162
La Clinica de la Raza	78,300	-	-	-	(78,300)		-	(78,300)
La Clinica de la Raza	-			-	80,055		80,055	80,055
Lao Family Community Development, Inc.	5,378	-	-	-	722		6,100	722
Lifelong Medical Care	80,888	-	-	-	20,000		100,888	20,000
Lifelong Medical Care	122,353	-	-	-	(32,057)		90,296	(32,057)
Lifelong Medical Care	-			-	20,000		20,000	20,000
Male Advocacy In Pregnancy & Parenting	181,114	-	-	-	8,719		189,833	8,719
MBA Center	296,441	-	-	-	(296,441)		-	(296,441)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Pacific Center for Human Growth	16,879	-	-	-	3,011		19,890	3,011
Perinatal Council	-	-	-	-	19,045		19,045	19,045
Planned Parenthood Golden Gate	32,500	-	-	-	3,900		36,400	3,900
Project Open Hand	235,803	-	-	-	(52,762)		183,041	(52,762)
Project Open Hand	-			-	-		-	-
Second Chance, Inc.	31,671	-	-	-	-		31,671	-
Spectrum Community Services	13,294	-	-	-	(1,869)		11,425	(1,869)
Spectrum Community Services	-			-	-		-	-
Students In Business	4,000	-	-	-	12,000		16,000	12,000
The HIV Education & Prevention Project	12,000	-	-	-	(2,000)		10,000	(2,000)
The HIV Education & Prevention Project	12,600	-	-	-	-		12,600	-
The HIV Education & Prevention Project	73,301	-	-	-	123,112		196,413	123,112
The HIV Education & Prevention Project	-			-	16,250		16,250	16,250
Tiburcio Vasquez Health Center, Inc.	82,650	-	-	-	-		82,650	-
To Be Determined-414	17,000	-	-	-	(17,000)		-	(17,000)
To Be Determined-417	100,720	-	-	-	356,192	(56,224)	400,688	299,968
Tri-City Health Center	11,800	-	-	-	66,904		78,704	66,904
Tri-City Health Center	14,142	-	-	-	(14,142)		-	(14,142)
Tri-City Health Center	20,000	-	-	-	9,300		29,300	9,300
Tri-City Health Center	63,122	-	-	-	-		63,122	-
Tri-City Health Center	243,860	-	-	-	(31,646)		212,214	(31,646)
Tri-City Health Center	-			-	50,000		50,000	50,000

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Tri-City Health Center	-			-	18,750		18,750	18,750
Tri-Valley Community Foundation	-			-	20,000		20,000	20,000
Unallocated Reserve	777,113	-	-	-	(777,113)		-	(777,113)
Unallocated-413	170,004	-	-	-	(170,004)		-	(170,004)
Urban Indian Health Board, Inc.	95,914	-	-	-	(6,000)		89,914	(6,000)
Valley Community Health Center	30,000	-	-	-	(30,000)		-	(30,000)
Valley Community Health Center	42,900	-	-	-	-		42,900	-
Valley Community Health Center	63,884	-	-	-	(63,884)		-	(63,884)
Volunteers of America Bay Area	-	-	-	-	26,244		26,244	26,244
Volunteers of America Bay Area	-	-	-	-	4,166		4,166	4,166
Volunteers of America Bay Area	-	-	-	-	12,000		12,000	12,000
Volunteers of America Bay Area	-	-	-	-	120,000		120,000	120,000
W.O.R.L.D	-			-	5,000		5,000	5,000
West Oakland Health Council, Inc.	11,800	-	-	-	840		12,640	840
West Oakland Health Council, Inc.	20,000	-	-	-	-		20,000	-
West Oakland Health Council, Inc.	42,500	-	-	-	55,200		97,700	55,200
West Oakland Health Council, Inc.	66,090	-	-	-	-		66,090	-
West Oakland Health Council, Inc.	270,000	-	-	-	(270,000)		-	(270,000)
ZDK, Inc.	66,477	-	-	-	(39,294)		27,183	(39,294)
Total - Grant Funded Contracts	16,803,330	-	-	-	(3,157,197)	(76,224)	13,569,909	(3,233,421)
ICPC								
Bananas, Inc.	157,000			0	(157,000)		0	(157,000)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	**FY 2002-03 Contract Amount**	**FY 2002-03 Annualized COLA**	**FY 2003-04 Proposed COLA**	**Total COLA**	**Other Adjust.**	**VBB Adjust.**	**FY 2003-04 Contract Amount**	**Change from FY 2002-03 Contract**
East Bay Asian Youth Center	175,000			0	(75,000)		100,000	(75,000)
Eden Youth Center	162,000			0	(63,253)		98,747	(63,253)
La Familia Counseling Services	329,000			0	(54,000)		275,000	(54,000)
Women's Economic Agenda Project	290,000			0	(140,000)		150,000	(140,000)
Total - ICPC	1,113,000	0	0	0	(489,253)	0	623,747	(489,253)
Total Health Care Services	208,670,913	1,270,912	5,379,312	6,650,224	(3,114,741)	(4,051,837)	208,154,559	(795,289)

HEALTH CARE SERVICES AGENCY ADMINISTRATION / INDIGENT HEALTH / INTERAGENCY CHILDREN'S POLICY COUNCIL

David J. Kears
Agency Director

Financial Summary

Administration/Indigent Health/ICPC	**2002 - 03 Budget**	**Maintenance Of Effort**	**Change from MOE**		**2003 - 04 Budget**	**Change from 2002 - 03 Budget**	
			VBB	**Final/ Amend Adj**		**Amount**	**%**
Appropriations	84,674,066	87,878,499	(409,884)	1,068,010	88,536,625	3,862,559	4.6%
Revenue	54,898,154	54,774,553	534,054	748,781	56,057,388	1,159,234	2.1%
Net	29,775,912	33,103,946	(943,938)	319,229	32,479,237	2,703,325	9.1%
FTE - Mgmt	14.00	16.00	(2.00)	0.83	14.83	0.83	5.9%
FTE - Non Mgmt	1.87	2.87	0.00	1.06	3.93	2.06	110.2%
Total FTE	15.87	18.87	(2.00)	1.89	18.76	2.89	18.2%

Medical Care Financing	**2002 - 03 Budget**	**Maintenance Of Effort**	**Change from MOE**		**2003 - 04 Budget**	**Change from 2002 - 03 Budget**	
			VBB	**Final/ Amend Adj**		**Amount**	**%**
Appropriations	105,206,976	93,000,000	0	0	93,000,000	(12,206,976)	-11.6%
Revenue	105,206,976	93,000,000	0	0	93,000,000	(12,206,976)	-11.6%
Net	0	0	0	0	0	0	0.0%

MISSION STATEMENT

To provide integrated health care services to the residents of Alameda County within the context of Managed Care and a private/public partnership structure. To provide general oversight, administrative and fiscal support for the Public Health, Behavioral Health Care Services and Environmental Health departments. To provide leadership for implementation of countywide or Agency-wide health care initiatives. To provide leadership and assistance to private and publicly-operated health care delivery systems including implementation of programs that expand accessibility of needed medical services in the most appropriate and cost-effective setting and development of insurance alternatives for previously uninsured County residents and implementation of programs that expand accessibility of needed medical services targeting children.

MANDATED SERVICES

Mandated Services include administration of the County Medically Indigent Services Plan (CMSP) and Guidelines for the County's Section 17000 population, all Indigent Health Care provider agreements funded through Health Realignment, California

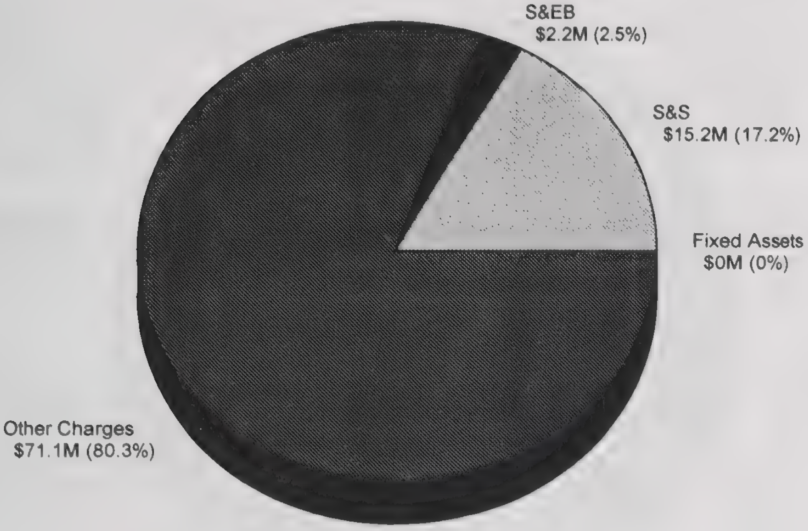
Healthcare for Indigents Program, (CHIP) and/or the County General Fund. These agreements include the Alameda County Medical Center, primary care community-based organizations, private hospitals, and private medical providers. In order to receive State Realignment and CHIP funds, Alameda County must match Realignment and CHIP revenues with County General Funds at a predetermined mandated Maintenance of Effort level. Additionally, the County must comply with the Medically Indigent Care Reporting (MICRS) requirements and provide certain demographic, expenditure, and utilization data in a manner that will provide an unduplicated count of all indigent users.

Other mandated services include administration of the Criminal Justice Medical Services contract with the Alameda County Medical Center to provide medical and health care services to youth in custody at Alameda County 24-hour detention facilities.

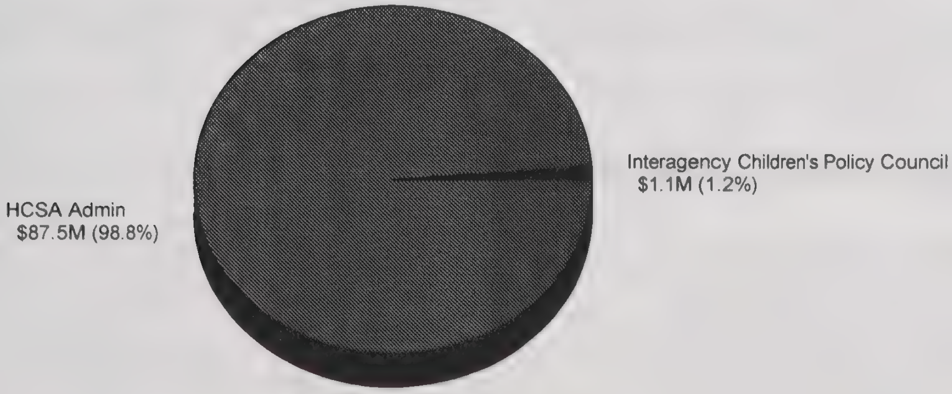
DISCRETIONARY SERVICES

Discretionary Services are designed to provide leadership and advocacy roles in the expansion of services to Alameda County's indigent and underserved populations. These expansion programs and services include: the Alameda County Children and Families Commission (ACCFC) early childhood development initiative; Indigent Health Care Reform; Healthy Families/Medi-Cal Policy and Outreach activities; the SSI/Medi-Cal Enrollment Task Force; SB 910 Medical Administrative and Targeted Case Management (MAA-TCM) claiming program; School-Based Health Center Fund; Interagency Children's Policy Council (ICPC); Safe Passages; Our Kids; Healthy Smiles Dental Program; Project YES!; School Readiness Project; Long-Term Care System Integration; Tobacco Master Settlement Fund; Court Appointed Special Advocate (CASA) Program; and Sexual Assault Response Team (SART) contract administration.

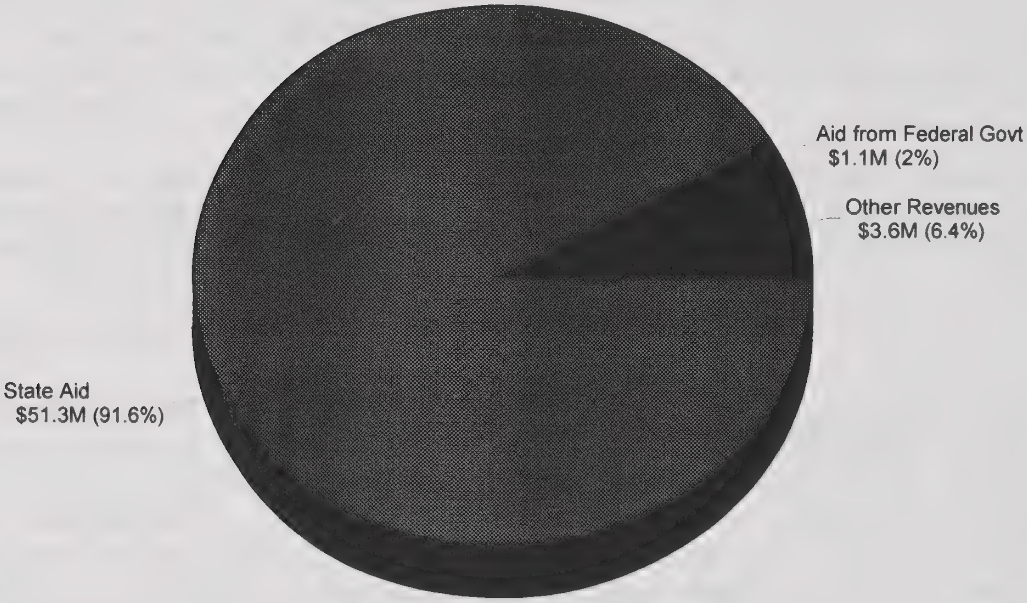
Total Appropriation by Major Object



Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 18.87 full-time equivalent positions at a net county cost of $33,103,946. Maintenance of effort budget adjustments necessary to support programs in 2003-04 result in a net county cost increase of $3,328,034 and a net increase of 3.00 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**84,674,066**	**54,898,154**	**29,775,912**	**15.87**
Salary & Benefit COLA increase	96,711	0	96,711	0.00
Retirement contribution increase	101,375	0	101,375	0.00
Reclassification/transfer of positions	0	0	0	3.00
CBO Primary Care Clinic COLA	361,254	0	361,254	0.00
ACMC Indigent Care COLA	2,688,191	460,743	2,227,448	0.00
Decrease in indigent medical expense	(272,038)	0	(272,038)	0.00
ACMC criminal justice medical services COLA	106,686	(330,942)	437,628	0.00
Internal Service Fund adjustments	109,254	0	109,254	0.00
Technical/operating adjustments	13,000	0	13,000	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Decrease in California Healthcare for Indigent Program revenue	0	(1,929,399)	1,929,399	0.00
Increase in SB 910 revenue	0	150,000	(150,000)	0.00
Decrease in department revenues	0	(265,515)	265,515	0.00
Realignment revenues adjustments	0	1,791,512	(1,791,512)	0.00
Subtotal MOE Changes	**3,204,433**	**(123,601)**	**3,328,034**	**3.00**
2003-04 MOE Budget	**87,878,499**	**54,774,553**	**33,103,946**	**18.87**

The Maintenance of Effort Budget includes no net county cost for Medical Care Financing. Maintenance of Effort budget adjustments necessary to support programs in 2003-04 result in a decrease in appropriation and revenue of $12,206,976.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**105,206,976**	**105,206,976**	**0**	
Other Charges	(12,206,976)	0	(12,206,976)	
Operating Transfer	0	(12,206,976)	12,206,976	
Subtotal MOE Changes	**(12,206,976)**	**(12,206,976)**	**0**	**0.00**
2003-04 MOE Budget	**93,000,000**	**93,000,000**	**0**	**0.00**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**87,878,499**	**54,774,553**	**33,103,946**	**18.87**
Increase Realignment Revenue	0	534,054	(534,054)	0.00
Across-the-board reduction in Community-Based Provider funding	(182,765)	0	(182,765)	0.00
Eliminate Positions	(183,182)	0	(183,182)	(2.00)
Reduce ISF charges based on GSA reductions	(12,372)	0	(12,372)	0.00
Reduce ISF charges based on ITD reductions	(830)	0	(830)	0.00
Reduce Risk Management and Workers Compensation charges	(30,735)	0	(30,735)	0.00
Subtotal VBB Changes	**(409,884)**	**534,054**	**(943,938)**	**(2.00)**
2003-04 Proposed Budget	**87,468,615**	**55,308,607**	**32,160,008**	**16.87**

- Use of Fiscal Management Reward Program savings of $5,600,000.

Service Impacts

- Reducing Community-Based Provider funding may result in an overall, though undetermined, reduction in adult indigent patient services.
- Eliminating 2.00 vacant administrative positions should result in minimal service impacts.

The Proposed Budget includes funding for 16.87 full-time equivalent positions at a net county cost of $32,160,008.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Health Care-Administration/Indigent Health budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**87,468,615**	**55,308,607**	**32,160,008**	**16.87**
Transfer of ICPC from SSA to HCSA	1,048,010	748,781	299,229	2.06
Board Approved Public Benefit Fund for ICPC Sexually Exploited Minors Project	20,000	0	20,000	0.00
Technical Adjustment due to classification actions	0	0	0	(0.17)
Subtotal Board/Final Changes	**1,068,010**	**748,781**	**319,229**	**1.89**
2003-04 Approved Budget	**88,536,625**	**56,057,388**	**32,479,237**	**18.76**

The Final Budget includes funding for 18.76 full-time equivalent positions at a net county cost of $32,479,237.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 18.76 full-time equivalent positions at a net county cost of $32,479,237.

MAJOR SERVICE AREAS

AGENCY ADMINISTRATION

Provides general direction for all Health Care Services Agency (HCSA) operations and reports to the Board of Supervisors regarding budget, programs and services. Provides leadership in the establishment of short and long-term goals. The staff functions include technical and fiscal consultation, implementation of special projects (administrative and clinical), administrative coordination of the operating departments within HCSA, strategic and program planning, and problem-solving. In collaboration with the Children and Families Commission (ACCFC), provides administrative support and leadership in the Every Child Counts planning process.

Goal:

To direct the successful implementation of Agency and countywide health care programs and initiatives, and report to the Board of Supervisors accordingly.

INDIGENT HEALTH SERVICES

Oversees planning and development of Indigent Health Care Reform Plan, ensures that all applicable mandates are adhered to relative to State Realignment and CHIP programs so that continued federal and State funds are not jeopardized; administers the School-Based Health Center Fund; provides leadership and oversight to the In-Home Supportive Services (IHSS) insurance workgroup; provides leadership and administrative support to the Children and Families Commission planning process; and provides leadership and oversight of ICPC, Safe Passages and Our Kids activities. Tasks include: coordination of Indigent Health Care related functions; budget analysis; coordination of agency budget process and financial forecasting process; legislative and policy analysis; fiscal support to Health Care Services departments; fiscal support to the Interagency Children's Policy Council (ICPC); administrative and fiscal support to the Children and Families Commission, and preparation of all State mandated financial reports relative to receipt of State Realignment, CHIP, and SB 910 (MAA-TCM) funds.

Goal:

To maximize enrollment for children and their families by creating a coordinated and streamlined system of health insurance enrollment in collaboration with six identified schools and up to 100 CHDP providers.

Objectives:

- Conduct enrollment events at schools to assist individuals in completing various health insurance applications.

- Conduct group enrollment classes at non-traditional sites to assist individuals in completing various health insurance applications.

- Improve utilization of health care services among students, CHDP patients and their families.

- Eliminate duplicate application forms and facilitate coordinated and timely processing.

- Develop marketing, outreach and educational materials that are culturally and linguistically appropriate.

- Maintain call center with multilingual staff and non-traditional hours of operations to provide information and to enroll families.

Performance Measures:

Indigent Health Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Enrollment Events and Group Classes Conducted	n/a	11	6	32
# of Applicants Assisted	n/a	2,652	1,800	3,000
# of Applicants Assisted by Call Center	n/a	745	300	1,000
# of Calls per Week	n/a	109	50	200
Effectiveness Measures				
Applicants Enrolled in Insurance Plan	n/a	1,904	600	1,500
Minutes Required to Complete Application	n/a	45	35	30
% of Callers Enrolled in Insurance Program	n/a	68%	75%	80%

Note: New measures for FY 2002.

PROJECT YES!

Goal:

To transform a vacant County-owned building into a comprehensive youth empowerment center offering programming in the area of health and wellness, art and culture and educational and career training with at least two youth-run social enterprises.

Objectives:

- Open an aesthetically pleasing, youth center by the summer of 2004 and within budget through intensive work with the project architect, Alameda County General Services Agency, and other key stakeholders.

- Build sustainable collaboration among Alameda County's diverse public systems, community providers, and youth in support of Project YES!, and its mission/vision/goals.

- Develop the capacity of youth, young adults and adults allies to effectively participate in the development and governance of a youth center that has at its core a youth-centered community revitalization movement aimed at affecting just and lasting community change, including a reduction in violence and improvements in a range of educational, health, and human services outcomes.

- Design and implement programming that will foster self-development and positive peer and adult relationships, and facilitate youth leadership that contributes to the health and sustainable development of their communities.

- Raise 26 months of operating funds (approximately $4.5 million) for the center through an aggressive and multi-pronged fund development strategy targeting corporations, foundations, individuals and the public sector.

- Design and implement a comprehensive communication strategy that includes multiple media placements and events, grass-roots, door-to-door community outreach and education campaign and youth-focused marketing that supports fund raising efforts and builds hype and community buy-in.

Performance Measures:

Project YES!	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure Recruit, Retain and Develop Leadership Capacity of 30 Youth and Young Adults Through the YES! Council	n/a	n/a	30	60
Efficiency Measure Youth and Young Adults to Staff	n/a	n/a	30/.75	60/1.5
Effectiveness Measure % of Volunteers Beginning Training Complete Full Cycle	n/a	n/a	85%	95%

COURT APPOINTED SPECIAL ADVOCATE (CASA) PROGRAM

Goal:

To promote and support quality volunteer advocates to speak for the best interests of abused and neglected children in Alameda County's Dependency court system.

Objectives:

- Better meet the foster care system's growing demands for CASA through development and implementation of strategic volunteer recruitment plan.
- Improve quality and effectiveness of CASA volunteer training systems through design and implementation of national CASA's modular training that offers flexible daytime, evening and weekend training sessions.
- Enhance overall quality and level of CASA volunteer case management through increasing internal infrastructure for tracking, supporting and communicating with volunteers.

Performance Measures:

CASA	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure				
Recruitment and Training of New CASA Volunteers	n/a	65	100	150
Efficiency Measure				
Volunteers to Staff	n/a	65/1	100/1.5	150/2
Effectiveness Measure				
Percent of Volunteers Completing Full Training Cycle	n/a	83%	90%	95%

Note: New measures for FY 2002.

INTERAGENCY CHILDREN'S POLICY COUNCIL (ICPC)

The Interagency Children's Policy Council (ICPC) was established to improve outcomes for children and families through major interagency systems reform. This effort was spearheaded in 1994 with AB 1741 designation and has grown significantly over the past five years as new initiatives have been integrated into the work of the ICPC.

AB 1741, the Youth Pilot project, was developed as a result of State legislation to assist six competitively selected California counties with blended funding, regulatory and legislative changes. The Alameda County AB 1741 Project targeted families whose children are in or at-risk of out-of-home placement (foster care, group homes, juvenile detention, or other institutional care). Specific outcomes include:

- More children living safely at home;
- More parents able to support their children (economically, emotionally, and developmentally); and

- A service system that is better integrated, more family-focused and outcomes-driven.

This effort brought members of the Board of Supervisors, County department heads (Health Care, Social Services, Probation) and community members together to develop pilots and policy to achieve specific outcomes. A central principle is the development of initiatives at both the "high end" of the system where are services to the most costly children are provided and the front end of the system where there are little, if any, integrated prevention and early intervention efforts.

Goal:

To facilitate coordinated services to children countywide.

Objectives:

- Continue interagency planning and systems reform efforts.
- Develop and ratify with Board of Supervisors' approval the restructuring of ICPC and its membership.
- Establish policy and a sustainability plan to support the three communities that are part of the Neighborhood Development Initiatives and work with other key stakeholders to develop a transition plan to "integrate" and/or align the existing neighborhood efforts more closely.
- Continue to work with the County Administrator's Office to support the development of the Children's Services Budget.
- Support the ongoing development of County multidisciplinary teams (e.g., Our Kids) to interface and link to community-based efforts and schools.
- Develop communication and feedback mechanisms to inform and enhance our "inter and intra" agency efforts.
- Provide staff support for the expansion and role/purpose clarification of the ICPC Executive Committee to include representatives from the County legal systems and other key stakeholders.
- Develop and implement research-based intervention and prevention services and supports to pilot in the schools in Hayward and Oakland school districts that will facilitate the ongoing development of a school-linked service system.
- Provide technical assistance and support to South County school districts with developing school-linked service efforts.

- Initiate evaluation efforts in the Prescott and lower San Antonio neighborhoods.

- Advocate locally and at the State level for policy and fiscal reforms that support the County's systems reform agenda.

SCHOOL-BASED HEALTH CENTER FUND

On July 28, 1998, the Board of Supervisors approved the establishment of a School-Based Health Center Fund (SBHCF). The SBHCF has two related parts: technical assistance and advocacy, and fund disbursement to the individual SBHCs. The mission of the SBHC is to support and strengthen the development and sustainability of adolescent school-based and school-linked health centers in Alameda County through a combination of funding, advocacy, information sharing, consultation and technical assistance to ensure that the health centers provide the most comprehensive, high-quality services possible. Seven adolescent SBHCs are operational in the county, supported in part by the Alameda County Adolescent SBHC Fund. Two additional sites are in the planning phase.

Goal:

To improve adolescents' health, well-being, and success in school by increasing access to comprehensive, high quality health care services, reducing barriers to learning, and supporting families and communities through the provision of basic medical care, mental health services and health education in a teen-centered environment.

Objectives:

- Improve access to health care services for adolescents.

- Improve utilization of health care services among students and clients.

- Improve health status and behaviors among SBHC clients.

- Screen all clients for adolescent health risk factors and provide referral or treatment to appropriate medical, mental health, and health education services.

- Provide sexually active female clients with an annual gynecological exam.

- Screen sexually active clients for Chlamydia and provide needed treatment.

Performance Measures:

School Based Health Center Fund	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Unduplicated Clients Served	4,281	3,382	6,000	7,000
# of Visits Provided	14,229	9,294	18,000	20,000
# of Students Reached Through General Health Education	9,000	n/a	11,000	12,000
Efficiency Measures				
Minimum # of Hours per Week of Medical Clinic per SBHC	8	8	10	12
Minimum # of Hours per Week of Mental Health Clinic per SBHC	16	16	18	20
% of Student Body that are SBHC Clients	27%	n/a	33%	36%
Effectiveness Measures				
% Sexually-Active Female Clients Receive Gynecological Exam	n/a	n/a	59%	65%
% Students Diagnosed with Chlamydia	3%	n/a	<10%	<10%

CHILDREN AND FAMILIES COMMISSION

On November 3, 1998, the voters of California passed Proposition 10, a statewide initiative raising cigarette taxes by 50 cents per pack, to be used in support of early childhood development programs. The additional tax became effective January 1, 1999, with 80 percent of the revenue allocated to County Commissions proportionate to the percentage of births recorded per county as compared to the total number of births statewide for the same time period. On December 8, 1998, the Alameda County Board of Supervisors adopted an ordinance that added Chapter 2.130 to the Alameda County Administrative Code establishing the Children and Families Commission. The County's Children and Families Commission oversees the development of an annual plan and administers the allocation of Proposition 10 revenues. Prior to the receipt of funds, a formal plan had to be drafted and submitted to the Statewide Commission, therefore, the HCSA provided (as a loan) one-time revenue to "jump start" this process and continues to provide fiscal, administrative, and infrastructure support to this process.

Budget Units Included:

10000-350100 HCSA Admin	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	1,151,948	1,556,580	1,833,702	2,282,657	2,082,515	248,813	(200,142)
S&S	10,508,892	13,933,865	14,273,221	14,505,860	14,296,118	22,897	(209,742)
Other	62,209,781	65,803,189	68,555,393	71,078,232	71,078,232	2,522,839	0
Fixed Assets	226,359	0	11,750	11,750	11,750	0	0
Intra Fund Transfers	0	(53,601)	0	0	0	0	0
Other Financing Uses	435,564	57,902	0	0	0	0	0
Net Appropriation	74,532,544	81,297,935	84,674,066	87,878,499	87,468,615	2,794,549	(409,884)
Financing							
Revenue	52,761,159	59,618,572	54,898,154	54,774,553	55,308,607	410,453	534,054
Total Financing	52,761,159	59,618,572	54,898,154	54,774,553	55,308,607	410,453	534,054
Net County Cost	21,771,385	21,679,363	29,775,912	33,103,946	32,160,008	2,384,096	(943,938)
FTE - Mgmt	NA	NA	14.00	16.00	13.83	(0.17)	(2.17)
FTE - Non Mgmt	NA	NA	1.87	2.87	2.87	1.00	0.00
Total FTE	NA	NA	15.87	18.87	16.70	0.83	(2.17)
Authorized - Mgmt	NA	NA	24	25	23	(1)	(2)
Authorized - Non Mgmt	NA	NA	8	8	8	0	0
Total Authorized	NA	NA	32	33	31	(1)	(2)

10000-350141 Interagency Children's Policy Council	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	0	0	0	0	144,889	144,889	144,889
S&S	0	0	0	0	923,121	923,121	923,121
Net Appropriation	0	0	0	0	1,068,010	1,068,010	1,068,010
Financing							
Revenue	0	0	0	0	748,781	748,781	748,781
Total Financing	0	0	0	0	748,781	748,781	748,781
Net County Cost	0	0	0	0	319,229	319,229	319,229
FTE - Mgmt	NA	NA	0.00	0.00	1.00	1.00	1.00
FTE - Non Mgmt	NA	NA	0.00	0.00	1.06	1.06	1.06
Total FTE	NA	NA	0.00	0.00	2.06	2.06	2.06
Authorized - Mgmt	NA	NA	0	0	2	2	2
Authorized - Non Mgmt	NA	NA	0	0	2	2	2
Total Authorized	NA	NA	0	0	4	4	4

10000-350131 Medical Care Financing	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
Other	79,132,322	83,963,136	105,206,976	93,000,000	93,000,000	(12,206,976)	0
Net Appropriation	79,132,322	83,963,136	105,206,976	93,000,000	93,000,000	(12,206,976)	0
Financing							
Revenue	79,132,322	83,963,136	105,206,976	93,000,000	93,000,000	(12,206,976)	0
Total Financing	79,132,322	83,963,136	105,206,976	93,000,000	93,000,000	(12,206,976)	0
Net County Cost	0	0	0	0	0	0	0

HEALTH CARE SERVICES AGENCY – BEHAVIORAL HEALTH

Marye L. Thomas, M.D.
Director

Financial Summary

Behavioral Care Services	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	177,624,668	203,837,212	(7,569,421)	3,284,674	199,552,465	21,927,797	12.3%
Revenue	150,023,666	167,544,397	836,731	3,284,674	171,665,802	21,642,136	14.4%
Net	27,601,002	36,292,815	(8,406,152)	0	27,886,663	285,661	1.0%
FTE - Mgmt	117.58	125.00	(2.92)	(0.00)	122.08	4.50	3.8%
FTE - Non Mgmt	333.79	337.62	(17.92)	0.01	319.71	(14.08)	-4.2%
Total FTE	451.37	462.62	(20.84)	0.01	441.79	(9.58)	-2.1%

MISSION STATEMENT

Mental Health Services – To provide a comprehensive network of integrated programs and services for all people with serious psychiatric disabilities, regardless of age, ethnicity, language or geographic location, in order to minimize hospitalization, stabilize and manage psychiatric symptoms, and help them achieve the highest possible level of successful functioning in their community of choice; and to provide mental health crisis and recovery services for the general population following major disasters.

Alcohol and Other Drug (AOD) Services – To reduce the incidence of alcohol and other drug problems through the provision of a comprehensive system of prevention, treatment, and rehabilitation services for children, young adults, and older adults, in order to reduce illness, death, disability and cost to society resulting from substance abuse.

MANDATED SERVICES

Mental Health Services – The level of mandated services and the target population are prescribed by AB 1288 (the Bronzon/McCorquedale Mental Health Act) and related Realignment legislation. AB 1288 requires the County to fund Mental Health Services for people with a serious persistent mental illness (or children with a serious emotional disturbance) up to amounts received via its Realignment allocation, mandated matching funds set according to a base year, and any applicable third party revenues that are available. Mandated services that must be funded include: psychiatric crisis or emergency treatment, inpatient care, outpatient/day treatment, case management, conservatorship, administration and evaluation. Within these seven mandated services areas, there are a variety of specific mandates such as staffing standards, quality assurance standards, and a host of reporting and general practice standards.

Medi-Cal Consolidation requires the Behavioral Health Care Services Department to provide the full range of mental health services to any Alameda County Medi-Cal beneficiary in need of those services. This mandate covers a range of disorders that are broader than the Realignment target population.

Alcohol and Other Drug (AOD) Services – The level of mandated services is determined by State and federal statute. Although local needs and priorities are given primary focus, various federal and State requirements exist regarding prevention activities, services for parolees and perinatal women, as well as HIV/AIDS and tuberculosis services. Beyond those mandates, a full range of services are maintained, including residential, non-residential, prevention, driving under the influence and drug diversion programs.

DISCRETIONARY SERVICES

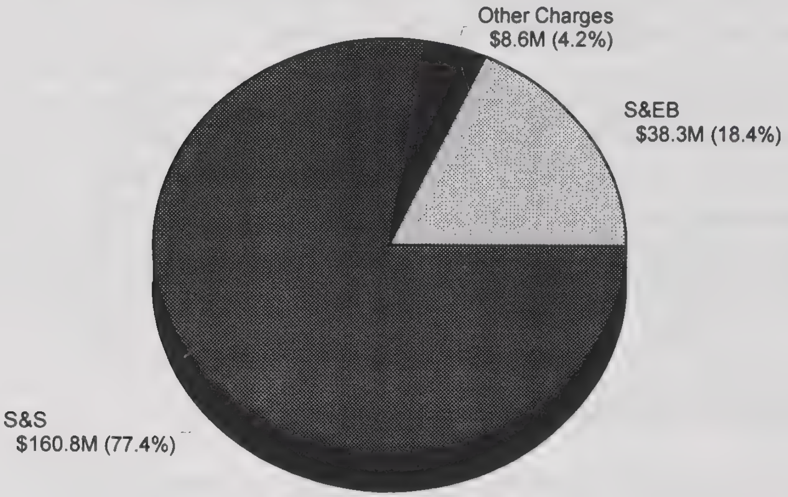
Discretionary funding is provided through the County General Fund to:

Augment mandated services; deliver services in other County departments designated as local priorities by the Board of Supervisors, and serve clients who need intervention in life threatening crises but who would be ineligible for services through the State Department of Mental Health target population definitions.

This discretionary funding is used to provide the following: services to inmates in the County Jail and Juvenile Hall; services to people with organic brain disease (OBS) and traumatic brain injuries; housing support for people who are homeless and mentally ill and/or abusing alcohol and/or other substances; consumer-run self-help and empowerment programs; vocational training; an expanded continuum of alcohol and other drug services; and children in group homes and out-of-home placements.

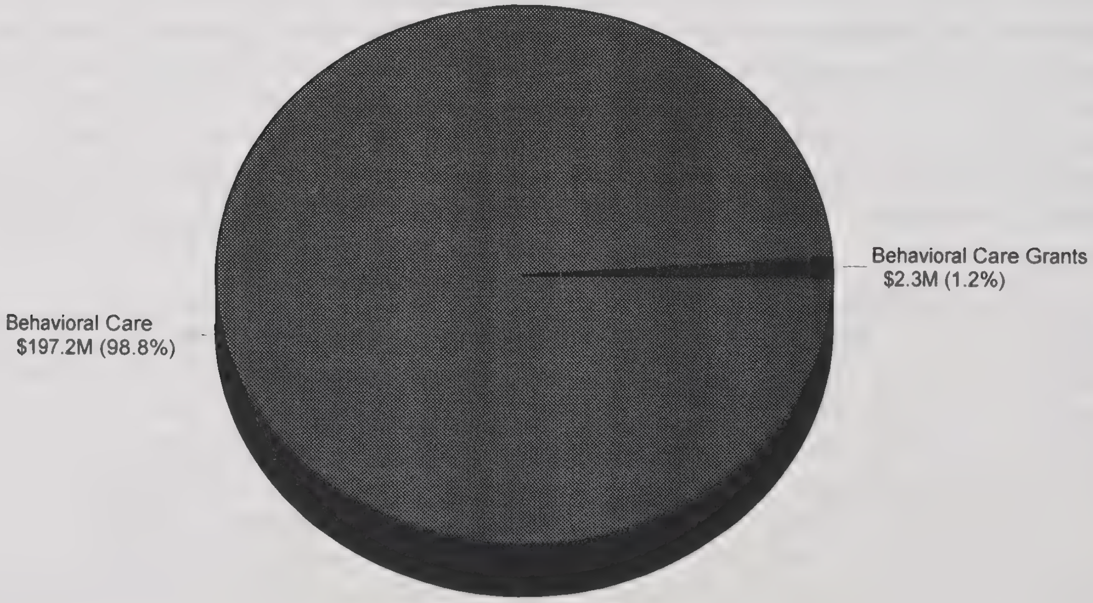
Continuation of the level and distribution of these services is at the discretion of the Board of Supervisors and is determined through the annual budget and other ongoing planning processes.

Total Appropriation by Major Object

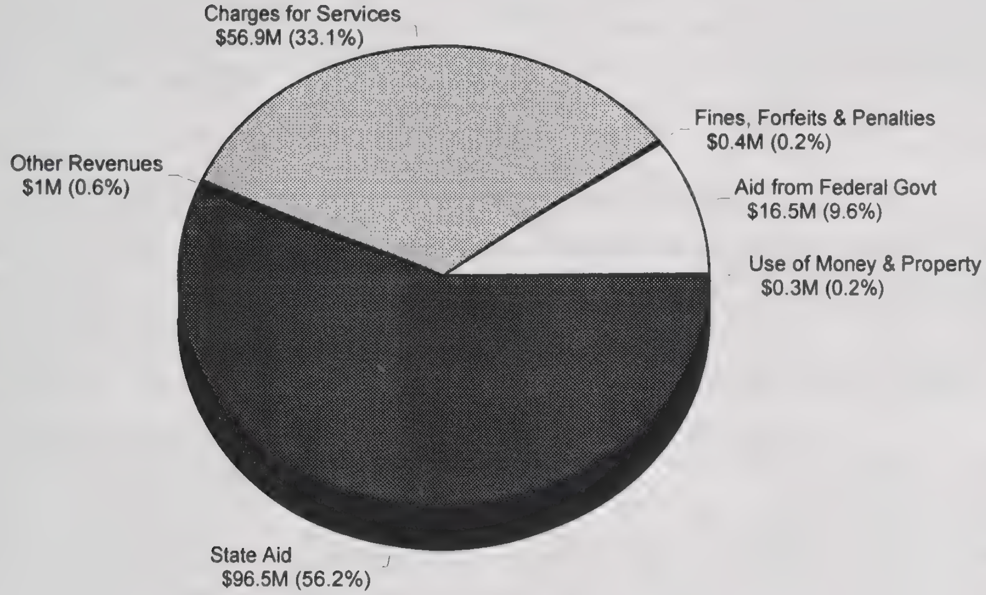


Intra Fund Transfers $-8.3M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 462.62 full-time equivalent positions at a net county cost of $36,292,815. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $8,691,813 and an increase of 11.25 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**177,624,668**	**150,023,666**	**27,601,002**	**451.37**
Salary & Benefit COLA increase	946,265	0	946,265	0.00
Retirement contribution increase	1,829,182	0	1,829,182	0.00
Mid-year Board approved EPSDT Program adjustment	15,610,726	15,610,726	0	2.75
Other Mid-year Board approved adjustments	1,711,552	1,588,148	123,404	8.50
Internal Service Fund adjustments	916,263	0	916,263	0.00
CBO COLA	1,482,396	0	1,482,396	0.00
ACMC COLA	969,081	0	969,081	0.00
Other contract adjustments	2,546,512	0	2,546,512	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Other Grant program adjustments	92,608	0	92,608	0.00
Technical/operating adjustments	107,959	0	107,959	0.00
Realignment revenue	0	(1,609,365)	1,609,365	0.00
Medi-Cal revenue	0	2,086,657	(2,086,657)	0.00
Other revenue adjustments	0	(155,435)	155,435	0.00
Subtotal MOE Changes	**26,212,544**	**17,520,731**	**8,691,813**	**11.25**
2003-04 MOE Budget	**203,837,212**	**167,544,397**	**36,292,815**	**462.62**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**203,837,212**	**167,544,397**	**36,292,815**	**462.62**
Increase in Medi-Cal Revenue		1,318,788	(1,318,788)	0.00
Across-the-board reduction of contracted services	(2,850,959)	(773,937)	(2,077,022)	0.00
Redirect CalWORKs services. Shift in claiming to Medi-Cal and EPSDT	(500,000)	556,926	(1,056,926)	0.00
Reduce 4 Acute Inpatient Beds at John George Pavilion	(1,223,772)	(265,046)	(958,726)	0.00
Reduce Secondary Prevention - Early Intervention	(77,426)	0	(77,426)	0.00
Reduce Vocational Program positions	(615,034)	0	(615,034)	(10.00)
Restructure West Oakland Health Center AOD Residential Program	(536,054)	0	(536,054)	0.00
Reduce Children's System of Care positions	(364,676)	0	(364,676)	(5.00)
Reduce Public Health Primary Prevention Consortium	(128,586)	0	(128,586)	0.00
Reduce Oakland Independence Support Center	(155,932)	0	(155,932)	0.00
Reduce positions	(236,328)	0	(236,328)	(1.92)
Reduce Oakland Socialization Day Program	(20,904)	0	(20,904)	0.00
Reduce 2 Community Treatment Facility Beds at Starlight	(181,738)	0	(181,738)	0.00
Reduce positions in Children's Criminal Justice Program	(183,257)	0	(183,257)	(2.00)
Eliminate funding for Methadone Programs serving former SSI clients	(109,524)	0	(109,524)	0.00
Reduce position at Adult Services sites	(78,967)	0	(78,967)	(0.92)

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Reduce position at Children Youth Crisis Team	(86,147)	0	(86,147)	(1.00)
Reduce funding for HIV Prevention	(28,789)	0	(28,789)	0.00
Reduce PH Prevention - Administration support for Prevention Consortium	(12,400)	0	(12,400)	0.00
Reduce ISF charges based on GSA reductions	(65,204)	0	(65,204)	0.00
Reduce ISF charges based on ITD reductions	(4,377)	0	(4,377)	0.00
Reduce Risk Management and Workers Compensation charges	(109,347)	0	(109,347)	0.00
Subtotal VBB Changes	**(7,569,421)**	**836,731**	**(8,406,152)**	**(20.84)**
2003-04 Proposed Budget	**196,267,791**	**168,381,128**	**27,886,663**	**441.78**

- Use of Fiscal Management Reward Programs savings of $5,600,000.

Service Impacts

- Across-the-Board reduction in community-based provider contract funding will result in an overall reduction in behavioral health care services provided by these organizations. An estimated 549 clients, including adults and children, may be affected by this reduction. Approximately 37 community-based provider staff may also be impacted.

- In collaboration with SSA, reduce indirect service expenses such as CalWORKs promotional materials and public education. Instead, the funds will be redirected to pay for steadily increasing direct treatment services used by CalWORKs clients. Direct services will not be reduced. In addition, some services currently claimed against CalWORKs will be shifted to Medi-Cal and Early and Periodic Screening Diagnosis and Treatment.

- Reducing four acute inpatient beds at the John George Pavilion will eliminate 1,460 bed days of acute inpatient care. An estimated 200 clients, who would otherwise be hospitalized will be redirected to alternative community programs. These include John George Psychiatric Emergency Services, Sausal Creek Crisis Services, the Gladman Short-Stay Unit, the Crisis Clinic and Service Teams.

- Reducing 5.00 vacant full-time equivalent positions in the Children's System of Care program will result in loss of flexibility to provide clinical and non-clinical support services to families in critical need. Twenty to twenty-five cases will be absorbed at a Level 1 Children's Outpatient Clinic.

- Reducing 10.00 vacant full-time equivalent positions in the Vocational Program will result in loss of flexibility to provide a broad range of pre-vocational and vocational services to clients with severe persistent mental illnesses. These services include supported employment, individual job coaching, vocational groups at Community Support Centers, work enclaves and work projects, vocational classes, and job development.

- Approximately 24 residential beds intended to serve men with alcohol and/or substance abuse problems provided by the West Oakland Health Council, Inc. Center will be restructured to provide less costly services. These beds are not currently in operation as the intended service site is undergoing renovation.

- Reducing funding for the Oakland Independence Support Center (OISC) contract will result in the loss of self-help services to those who are homeless and have persistent mental illness. Approximately 250 clients are served each year. The range of services include: housing assistance, advocacy and education, referral to other community services, substance abuse peer counseling, money management, meals services, mail, telephone and messaging services, and literacy program services.

- Reducing the number of beds purchased from the Starlight Community Treatment Facility, a locked residential regional program for adolescents with severe emotional disturbances located in Santa Clara County, from 10 beds to 8 beds will result in the loss of 730 bed days and reduce the ability to respond to adolescents in need identified by the Social Services Agency, Probation Department, and Mental Health. This may increase lengths of stay in acute care hospitals, juvenile hall, or possibly result in the adolescents being sent out-of-state for treatment.

- Reducing funding for the Public Health Secondary Prevention Consortium will decrease primary prevention services. No direct treatment services are involved with this reduction. Community-based organizations impacted include the East Oakland Boxing Association, Interfaith Prevention Program and Community Recovery Services.

- Eliminating funding for Methadone Programs serving former SSI clients will eliminate services to 175 clients who annually receive these services. The federal government discontinued SSI eligibility several years ago for individuals whose only qualifying disability was alcohol or drug abuse. County General Fund dollars were provided for uninsured methadone maintenance clients so they could continue in treatment. These uninsured clients will be asked to pay for their methadone services, or will be offered transitional detoxification services.

- Reducing HIV prevention services still leaves BHCS providing HIV prevention services above the federally mandated HIV set-aside level. This reduction to the East Bay Community Recovery Program represents an approximate 20% reduction in the current HIV prevention effort including: reducing HIV test sites in Alcohol and Drug treatment programs by half from 28 to 14; reducing HIV outreach/information services; reducing pre/post test services; reducing HIV education and training services; reducing health and psychosocial assessment services; reducing preventive therapeutic services; and reducing transportation services.

- Reducing funding for the Oakland Adult Community Support Center Socialization Program reduces services to the approximately 80 clients with mental illnesses using the program including the estimated 40 clients who use the program Monday through Friday each week.
- Reducing 2.00 vacant full-time equivalent positions in the Children's Criminal Justice Program may reduce the amount of content included in Court reports regarding placement and service needs. However, minimum reporting requirements will be maintained.
- Reducing Alcohol and Drug Secondary Prevention - Early Intervention services will lead to reduced services at the Mandana Community Recovery Center that provides services to recovering adults and those with co-occurring disabilities. The Center also serves as a primary support system for the GLBTQ (gay, lesbian, bisexual, transgender, and questioning) population, and for women in recovery. Funding will be reduced for the BiBett East Bay Recovery Center resulting in a potential loss of services for inmates receiving services at the Santa Rita Jail.
- Reducing 1.00 vacant full-time equivalent position in the Children/Youth Crisis Team results in decreased flexibility to provide services in a school setting and loss of a post hospitalization case management capacity for 15 – 20 children.
- Elimination of 0.92 vacant full-time equivalent case manager position at the Eden Adult Community Support Center will result in the loss of capacity to cover the existing and any increased caseload.

The Proposed Budget includes funding for 441.79 full-time equivalent positions at net county cost of $27,886,663.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Behavioral Health budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**196,267,791**	**168,381,128**	**27,886,663**	**441.79**
Acceptance of Safe and Drug Free School Grant	200,000	200,000	0	0.00
Technical adjustments due to classification actions	0	0	0	0.00
Mid-year adjustment for master contract with Telecare Corporation	3,034,674	3,034,674	0	0.00

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Approval of a contract with ZDK, Inc. for methadone maintenance services	50,000	50,000	0	0.00
Subtotal Board/Final Changes	**3,284,674**	**3,284,674**	**0**	**0.00**
2003-04 Approved Budget	**199,552,465**	**171,665,802**	**27,886,663**	**441.79**

The Final Budget includes funding for 441.79 full-time equivalent positions at a net county cost of $27,886,663.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 18.76 full-time equivalent positions at a net county cost of $32,479,237.

MAJOR SERVICE AREAS

ADULT AND OLDER ADULT SERVICES

Goal:

To reduce the negative impact of mental illness, alcohol and drug use/abuse in Alameda County.

Objectives:

- Reduce the barriers associated with seeking timely mental health, alcohol and drug treatment.
- Reduce dependence on institutional care by developing and providing community treatment alternatives.
- Develop alternatives to acute hospitalization for residents needing detoxification from alcohol and other drug use.
- Continue to develop and implement strategies to increase consumer and family involvement.
- Reduce the negative image of people with a mental illness, or alcohol and drug problems by continuing the public awareness campaign begun in 2001-2002.
- Articulate a design for an integrated system of care for mental health, alcohol and drug specialty services for adults and older adults.

- Improve the quality of services to substance-using women by implementing best practice treatment strategies in perinatal substance abuse treatment programs.

Performance Measures:

Adult and Older Adult Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Decrease the Fear of Being Involuntarily Detained Associated with Seeking Treatment by Developing Voluntary Treatment Options for Clients				
• Total Admissions	n/a	3,313	3,313	7,914
• Involuntary Admissions	n/a	2,502	2,227	5,364
Decrease by 10 Percent the Number of People who Repeatedly Use Psychiatric Emergency Services (PES) by Providing Greater Access to Alcohol and Drug Treatment (C.H.A.N.G.E.S. Program, etc). Estimate Clients Utilizing Services				
• 4 or More Times per Year	n/a	447	465	419
Decrease by 10 percent the Need for Acute Psychiatric Hospitalizations through the Development of Short Stay Mental Health Rehabilitation Beds in the Community				
• Number of Hospital Days	n/a	15,192	13,673	28,000
• Number of Hospital Admissions	n/a	3,534	3,299	3,167
Decrease by 10 Percent the Number of Clients in Acute Hospitals who are Ready for a Lower Level of Care (Administrative Days) by Increasing Supportive Housing and Other Exit Resources				
• Total Number of Clients Hospitalized	n/a	1,305	1,358	2,230
• Clients Using Administrative Days	n/a	251	226	370
• Percent of Clients with Administrative Days	n/a	19%	17%	15%
Increase by 20 Percent the Number of Providers, Consumers, and Family Members who are Trained, Familiar with, and Utilize a Variety of Self-Help Approaches and Programs, Including but not Limited to Wellness and Recovery Approaches and Values				
• Consumers Trained in Peer Recovery Specialty	n/a	20	34	41
• Consumers Trained in Self-Help and Recovery	n/a	400	500	600
Increase by 10 Percent the Number of Consumers and Family Members Employed in the BHCS System (Children and Adult Systems)				
• Employed for 3 Months or More	n/a	20	34	38

INFANT, CHILD AND YOUTH SERVICES

Objectives:

- Open a fully operational mental health enhanced unit at Juvenile Hall (Unit One) for children to have access to behavioral health care services.
- Increase by 10% the number of children served at school-based sites.
- Reduce by 5% the number of children and youth treated in locked settings.

- Ensure that all eligible children and youth receive appropriate evaluation and treatment with psychotropic medications.
- Implement a more effective and accountable process for prescribing and monitoring medications for seriously emotionally disturbed children and youth.
- Increase by 20% services and activities to prevent the use of drugs and alcohol by children and youth in the communities of Alameda County.
- Articulate a design for an integrated system of care for alcohol and drug specialty services for children and youth by June 2004.
- Expand alcohol and drug treatment capacity for adolescents.

Performance Measures:

Infant Child and Youth Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Serve an Increased Number of Children in School-Based Programs				
• Total Number of Children Served at School-Based Programs	n/a	714	786	850
Increase by 10% the Use of Therapeutic Behavioral Services as a Means of Preventing Hospitalization or Other Institutional Care				
• Total TBS Contacts to Children	n/a	1,600	6,689	10,033
• Total Minutes of TBS Service Provided	n/a	4,367	17,370	23,100
Increase Number of Alcohol and Drug Prevention Services for Children				
• Total Number of Prevention Contacts Provided to Children	n/a	90,163	106,896	115,000
Expand Treatment Capacity for this Age Group by 20% Contingent Upon the Development of AOD/EPSDT State Policy and Funding				
• Total Number of Unique Children Under 18 Served	n/a	479	563	575

Goal:

To more effectively and efficiently meet the needs of clients through collaboration and partnership with other departments and agencies.

Objectives:

- Increase by five percent the program impact of the Social Services Agency dollars that are leveraged through Behavioral Health Care Services.
- Implement a Juvenile Drug Court by July 2003 in collaboration with the Courts.
- Fully implement Prop 36 through collaboration with Probation Department, the District Attorney, the Public Defender, the Courts and provider community.

- Collaborate with cities that have expressed an interest in funding and contracting with Behavioral Health Care Services for enhanced mobile crisis capacity.

- Collaborate with Public Health and other public and private agencies to reduce the number of infants born with fetal alcohol syndrome and other substance abuse related sequences by providing improved access to and retention of women in perinatal treatment services for substance-using women.

- Collaborate with the Alameda County Children's Commission and the Every Child Counts program to identify appropriate behavioral health interventions for very young children aged 0-5 years.

Performance Measures:

Infant, Children and Youth Services	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Goal**	**FY 2004 Goal**
Provide Drug Treatment Services to 2,500 Clients in Lieu of Incarceration				
• Total Number of Unique Clients Served	n/a	1,941	2,350	2,500
Increase by 10% the Number of Women Admitted to Providers of Perinatal Substance Abuse Services				
• Number of Women Admitted	n/a	224	209	247
• Number of Women Served	n/a	367	385	404
• Average Retention (days)	n/a	70.5	82.5	82
Increase Service to the 0-5 Age Group by 10% Through EPSDT Funding				
• Total Number of Unique Children 0-5 Served	n/a	234	270	320

Budget Units Included:

10000-350500 Behavioral Care	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	25,345,374	30,606,759	35,576,693	39,896,446	38,331,448	2,754,755	(1,564,998)
S&S	129,208,589	142,125,387	141,944,625	161,482,371	158,528,856	16,584,231	(2,953,515)
Other	5,678,340	6,595,264	5,956,217	8,646,841	8,646,841	2,690,624	0
Fixed Assets	376,789	181,619	0	0	0	0	0
Intra Fund Transfers	(5,236,048)	(6,125,586)	(7,977,239)	(8,273,427)	(8,273,427)	(296,188)	0
Other Financing Uses	77,965	0	4,728	0	0	(4,728)	0
Net Appropriation	155,451,009	173,383,443	175,505,024	201,752,231	197,233,718	21,728,694	(4,518,513)
Financing							
Revenue	128,535,838	157,031,705	147,904,022	165,459,416	169,347,055	21,443,033	3,887,639
Total Financing	128,535,838	157,031,705	147,904,022	165,459,416	169,347,055	21,443,033	3,887,639
Net County Cost	26,915,171	16,351,738	27,601,002	36,292,815	27,886,663	285,661	(8,406,152)
FTE - Mgmt	NA	NA	117.58	125.00	122.08	4.50	(2.92)
FTE - Non Mgmt	NA	NA	333.79	337.62	319.71	(14.08)	(17.91)
Total FTE	NA	NA	451.37	462.62	441.79	(9.58)	(20.83)
Authorized - Mgmt	NA	NA	137	143	140	3	(3)
Authorized - Non Mgmt	NA	NA	411	459	444	33	(15)
Total Authorized	NA	NA	548	602	584	36	(18)

22401-350950 Behavioral Care Grants	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	988,848	1,757,985	2,119,644	2,084,981	2,318,747	199,103	233,766
Other	13,247	32,393	0	0	0	0	0
Net Appropriation	1,002,095	1,790,378	2,119,644	2,084,981	2,318,747	199,103	233,766
Financing							
Revenue	337,426	1,460,625	2,119,644	2,084,981	2,318,747	199,103	233,766
Total Financing	337,426	1,460,625	2,119,644	2,084,981	2,318,747	199,103	233,766
Net County Cost	664,669	329,753	0	0	0	0	0

HEALTH CARE SERVICES AGENCY – ENVIRONMENTAL HEALTH

Mee Ling Tung
Director

Financial Summary

Environmental Health	2002 - 03 Budget	Maintenance Of Effort	Change from MOE VBB	Change from MOE Final/ Amend Adj	2003 - 04 Budget	Change from 2002 - 03 Budget Amount	Change from 2002 - 03 Budget %
Appropriations	16,338,749	16,780,222	(355,931)	210,060	16,634,351	295,602	1.8%
AFB	1,250,557	1,199,682	0	0	1,199,682	(50,875)	-4.1%
Revenue	14,021,876	14,360,457	163,107	210,060	14,733,624	711,748	5.1%
Net	1,066,316	1,220,083	(519,038)	0	701,045	(365,271)	-34.3%
FTE - Mgmt	25.25	24.25	(0.50)	1.00	24.75	(0.50)	-2.0%
FTE - Non Mgmt	93.01	93.68	(3.00)	(1.00)	89.68	(3.33)	-3.6%
Total FTE	118.26	117.93	(3.50)	0.00	114.43	(3.83)	-3.2%

MISSION STATEMENT

To protect the health, safety, and well-being of the public through promotion of environmental quality.

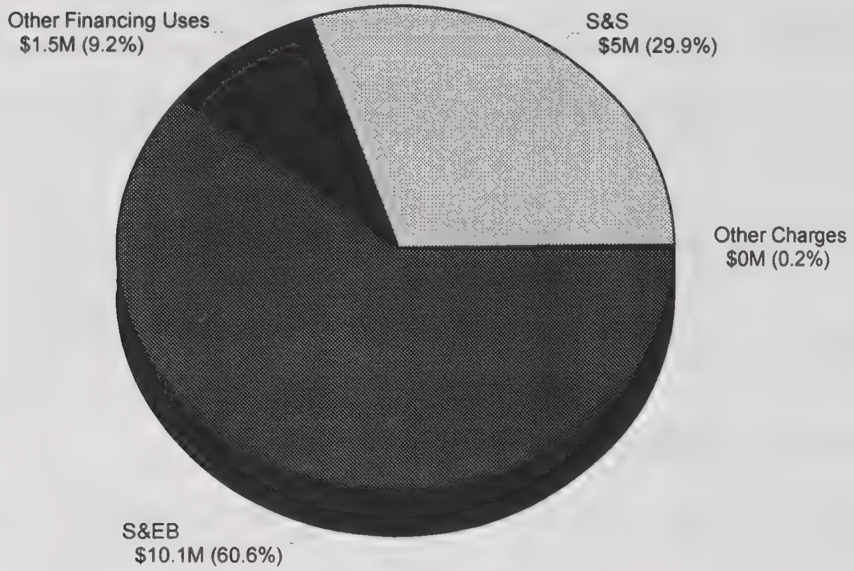
MANDATED SERVICES

Environmental Health provides a variety of mandated services to the residents and businesses of the County. Standards for the level of these services are determined by California Health and Safety Code (CHSC), California Code of Regulations (CCR), Public Resources Code, Government Code and Alameda County General Ordinance Code. The Office of the Director of Environmental Health is mandated by California Health and Safety Code.

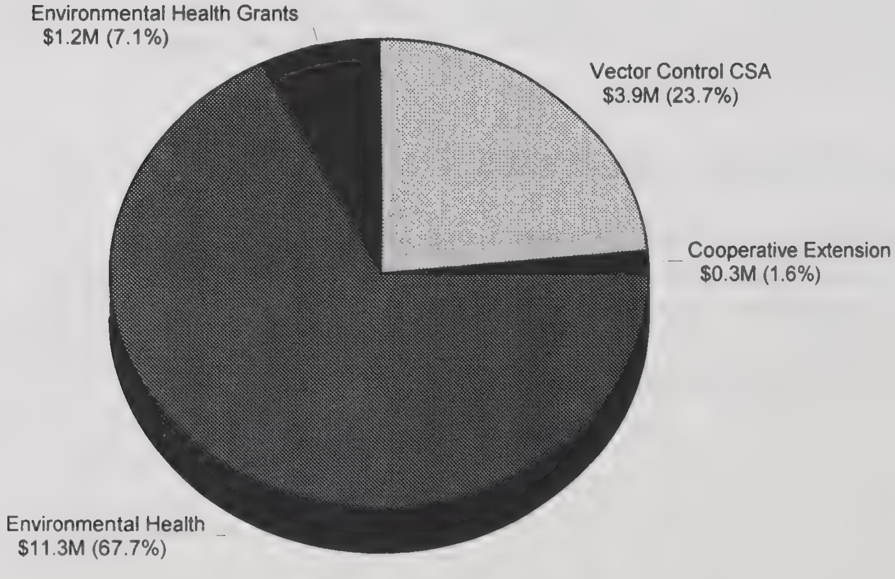
DISCRETIONARY SERVICES

Discretionary services involve responses to residents' complaints or special investigative follow-up services concerning environmental matters. Health inspection and investigation services are provided to local school districts, community-based organizations and non-profit groups. Environmental Health also operates three permanent household hazardous waste collection facilities.

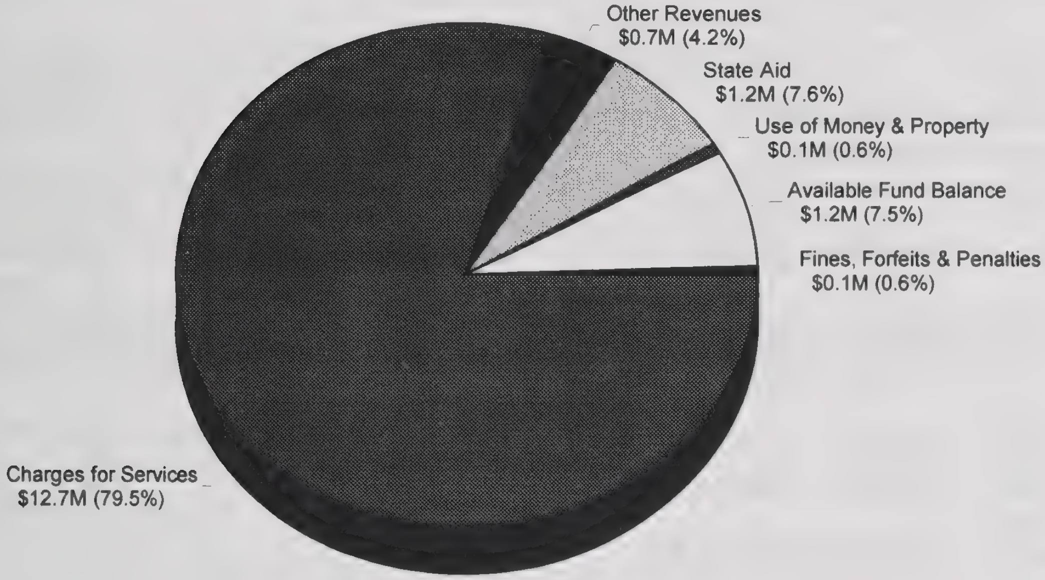
Total Appropriation by Major Object



Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 117.93 full-time equivalent positions at a net county cost of $1,220,083. Maintenance of Effort Budget adjustments necessary to support programs in 2003-04 result in a net county cost increase of $153,767 and a net decrease of 0.33 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**16,338,749**	**15,272,433**	**1,066,316**	**118.26**
Salary & Benefit COLA increase	229,081	0	229,081	0.00
Retirement contribution increase	537,632	0	537,632	0.00
Reclassification/transfer of positions	(14,790)	0	(14,790)	1.42
Mid-year Board approved adjustments	(260,633)	(201,641)	(58,992)	(1.75)
Internal Service Fund adjustments	60,690	0	60,690	0.00
Adjustments for contracts with Berkeley and USDA	23,208	(50,875)	74,083	0.00
Technical/operating adjustments	(133,715)	(12,000)	(121,715)	0.00
Increase in Vector Control assessment revenue	0	114,172	(114,172)	0.00
Increase in food inspection fee collections	0	98,974	(98,974)	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Increase in Environmental Health fees	0	339,076	(339,076)	
Subtotal MOE Changes	**441,473**	**287,706**	**153,767**	**(0.33)**
2003-04 MOE Budget	**16,780,222**	**15,560,139**	**1,220,083**	**117.93**

VALUES-BASED BUDGETING ADJUSTMENTS

Value-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**16,780,222**	**15,560,139**	**1,220,083**	**117.93**
Increase revenue in Charges for Current Services	0	163,107	(163,107)	0.00
Eliminate positions	(336,891)	0	(336,891)	(3.50)
Reduce ISF charges based on GSA reductions	(9,824)	0	(9,824)	0.00
Reduce ISF charges based on ITD reductions	(366)	0	(366)	0.00
Reduce Risk Management and Workers Compensation charges	(8,850)	0	(8,850)	0.00
Subtotal VBB Changes	**(355,931)**	**163,107**	**(519,038)**	**(3.50)**
2003-04 Proposed Budget	**16,424,291**	**15,723,246**	**701,045**	**114.43**

Service Impacts

- The inventory of sites requiring hazardous materials permits will be expanded. Food Inspection Program penalty fee collection efforts will be enhanced through the use of ATM, credit card, and Web-based payment options.
- Elimination of 1.00 vacant full-time Equivalent Senior Environmental Health Specialist, 0.50 full-time Equivalent Information Systems Analyst, and 1.00 Full-time Equivalent Environmental Health Specialist full-time equivalent positions includes the shifting of these costs to the grant fund and the shifting of workload to existing staff. Elimination of 1.00 full-time Equivalent Chemist position will result in a reduction in Lab Services. Department may need to contract with private labs on an as needed basis.

The Proposed Budget of includes funding for 114.43 full-time equivalent positions at a net county cost of $701,045.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Environmental Health budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**16,424,291**	**15,723,246**	**701,045**	**114.43**
Board Approved Waste Tire Enforcement Grant award	210,060	210,060	0	0.00
Subtotal Board/Final Changes	**210,060**	**210,060**	**0**	**0.00**
2003-04 Approved Budget	**16,634,351**	**15,933,306**	**701,045**	**114.43**

The Final Budget includes funding for 114.43 full-time equivalent positions at a net county cost of $701,045.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 114.43 full-time equivalent positions at a net county cost of $701,045.

MAJOR SERVICE AREAS

FOOD PROGRAM

Goal:

To prevent the occurrence of food borne illnesses, to promote the preparation, production and service of food in hygienic, appealing food facilities and to protect the health of the public and food service workers by encouraging safe and sanitary on-the-job working conditions.

Objectives:

- Increase the number of inspections of all food facilities by two percent.
- Provide food safety training classes to food facility operators.

Performance Measures:

Food Program	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Food Inspections	15,983	16,494	16,824	17,328
# of Food Training Class	8	8	10	8
Efficiency Measures				
Cost per Food Inspection	$321	$287	$250	$240
Cost per Training Class	$1,680	$1,680	$1,680	$1,680
Effectiveness Measures				
% of Food Facilities with Major Violations	10%	7%	7%	5%
% of Students Passing Food Safety Test	80%	85%	85%	85%

RECREATIONAL HEALTH PROGRAM

Goal:

To prevent the occurrence of illness, injury, or death at recreational facilities by conducting inspections of recreational programs.

Objective:

- Increase the number of inspections of all recreational facilities by three percent.

Performance Measures:

Recreational Health Program	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure				
# of Recreational Health Inspections	1,723	1,749	1,762	1,797
Efficiency Measure				
Cost per Recreational Health Inspection	$257	$245	$250	$250
Effectiveness Measure				
% of Recreational Health Facilities with Major Violations	15%	14%	10%	10%

MEDICAL WASTE FACILITIES

Goal:

To protect the public health, safety, and the environment from the effects of improper storage, collection, transportation, and disposal of medical waste, accomplished through a program of inspection, permitting, complaint investigation, public education, and assistance to industries.

Objectives:

- Issue permits and inspect all medical waste facilities to ensure full compliance with federal, State, and local laws and regulations.
- Investigate all complaints and take appropriate corrective action to assure compliance with local, State and federal medical waste laws and regulations.

Performance Measures:

Medical Waste Facilities	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Inspections of Medical Waste Facilities	384	392	395	400
# of Requests for Services and Response to Complaints	0	0	25	25
Efficiency Measures				
Cost per Inspection	$225	$220	$218	$216
Cost per Request for Service or Complaints	$0	$0	$100	$100
Effectiveness Measures				
% of Medical Waste Facilities with Major Violations	6%	5%	5%	5%
% of Complaints Abated	0	0	100%	100%

SOLID WASTE FACILITIES

Goal:

To protect the public health and the environment from the effects of improper storage, collection, disease transmission and water pollution.

Objectives:

- Issue permits and inspect all solid waste disposal, transfer/processing and composting facilities, and closed landfills.
- Investigate all complaints and take appropriate corrective action to assure compliance with local, State and federal solid waste regulations.
- Obtain compliance with State and local standards for all refuse collection vehicles.

Performance Measures:

Solid Waste Facilities	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Solid Waste Facility Inspections	298	260	260	302
# of Service Requests and Complaints	36	40	40	40
# of Solid Waste Vehicle Inspections	365	365	365	365
Efficiency Measures				
Cost per Inspection of Solid Waste Facility	$1,232	$1,313	$1,300	$1,300
Cost per Service Requests or Complaints	$250	$280	$280	$280
Cost per Inspection of Solid Waste Vehicles	$105	$105	$105	$105
Effectiveness Measures				
% of Solid Waste Facilities with Major Violations	0%	0%	0%	0%
% of Complaints Abated	100%	100%	100%	100%
% of Solid Waste Vehicles with Major Violations	0%	0%	0%	0%

HAZARDOUS MATERIALS

Goal:

To meet the requirements of 27 CCR as the Certified Unified Program Agency (CUPA) for Alameda County to protect human health and safety and the environment.

Objectives:

- Provide direct service to the regulated community through a time performance commitment. Through program specific time, address all inspections, complaints, plan review, enforcement issues, and special service needs.
- Inspect all sites that are hazardous waste generators, waste treatment facilities, hazardous material storage points, and high hazard sites to verify compliance with current regulations and good business practices.
- Inspect all facilities where underground fuel storage tanks (UST) exist and all facilities where tank systems are proposed to be installed to verify the installation and ongoing operation meets current regulations.

Performance Measures:

Hazardous Materials	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Site Specific Hours Worked by Technical Staff	2,108	2,663	2,500	2,500
# of Program Sites or Site Plans	379	485	450	500
# of UST Sites Permitted	119	119	119	120

Hazardous Materials	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measures				
Cost per Site Hour	$218	$191	$246	$241
Cost per Site Activity	$1,215	$1,045	$1,367	$1,370
Cost per UST Site Permitted	$1,215	$1,595	$1,367	$1,370
Effectiveness Measures				
% of Sites Requiring Enforcement Action	1%	1%	0%	0%
% of Sites that Submitted an Updated Business Plan	75%	85%	100%	100%
Percent of UST sites in compliance and permitted	100%	100%	100%	100%

HOUSEHOLD HAZARDOUS WASTE AND SMALL QUANTITY GENERATORS

Goals:

To reduce the improper disposal of hazardous waste and in doing so protect the environment and human health and safety.

Provide a cost-effective means for small businesses to properly and legally dispose of hazardous waste.

To recycle waste streams whenever possible and in doing so protect the earth's resources.

Objectives:

- Provide waste collection sites at three locations in the County and promote the service through various educational outreach programs and ad campaigns.
- Accept all waste permitted under the State's permit to operate a hazardous waste collection site.
- Properly dispose of or recycle all collected wastes.
- Accept hazardous waste from all eligible businesses and provide documentation that verifies legal disposal.
- Control costs so that business clientele benefit from the economy of scale a large collection program affords.
- Establish as a performance standard the desire to divert as much waste as possible to recycling options.
- Operate a latex recycling program that gives away exterior paint for free.

Performance Measures:

Household Hazardous Waste and Small Quantity Generators	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Households that Properly Disposed of Household Hazardous Waste	18,048	20,138	21,000	24,000
Amount of Waste Accepted (lbs.)	1,548,376	2,082,000	2,170,000	2,538,000
# of Small Businesses that Properly Disposed of Hazardous Waste	360	315	380	4,500
Amount of Waste Accepted (lbs.)	63,624	55,020	66,000	78,000
Amount of Hazardous Waste Received that was Recycled (lbs.)	1,300,000	1,530,000	1,700,000	1,900,000
Amount of Recycled Latex Paint Returned to Use by the Community (gallons)	18,425	17,355	20,000	22,000
Efficiency Measures				
Cost per Household	$147.37	$144.94	$146.71	$130.29
Cost per Small Business	$259.79	$243.55	$250.00	$250.00
Cost per Pound of Hazardous Waste	$1.47	$1.39	$1.42	$1.23
Cost per Gallon of Recycled Paint	$4.00	$4.00	$4.00	$4.00
Effectiveness Measures				
% of Households in County that Recycled their Hazardous Waste	3%	4%	5%	5%
% of Small Business Waste Collection Program that Used the Service	50%	50%	50%	50%
% of cost recovery per Pound of Hazardous Waste Collected and Managed	100%	90%	100%	100%
% of Latex Paint Collected then Recycled	30%	30%	30%	30%

COOPERATIVE EXTENSION

Discretionary services are provided by the University of California Cooperative Extension and are supported mostly by the University of California. The County provides a portion of the funding to support this program. Programs provide direct services to families and young people, as well as applied research, evaluation and assessment on environmental horticulture, urban gardening and health education. Major services include: Adult Family and Community Education; Child and Youth Nutrition; Home and Community Gardening; Youth Development and Leadership; Environmental Education and Natural Resources; and Environmental Horticulture.

University of California Cooperative Extension (UCCE) is one of the few agencies providing countywide nutrition education to children, youth, and adults. The Family and Consumer Science, and the Community Health and Nutrition Programs, improve and maintain the quality of life and well being of this county.

Goal:

To provide nutrition education, food safety and sanitation, and consumer skills to County residents, with focus on low-income communities.

Objectives:

- Provide direct nutrition education to low-income children participating in the free/reduced cost school meals through in-school, out-of-school, and after-school programs, through programs promoting the intake of more fruits and vegetables, physical activities, food safety and sanitation.
- Reduce the risk of obesity in children through a comprehensive community nutrition program focusing on early childhood providers, parents, children, and agencies.
- Link nutrition with gardens in every school to reinforce behavior modification and improve children's diets and reduce the rate of chronic diseases.
- Strengthen local food systems and promote food security and related public policy to improve food access for county residents who are hungry.
- Increase the awareness and understanding of nutrition, lifestyle and chronic disease risk-reduction skills among at-risk adults.
- Work with local, State, public, and private agencies to create an infrastructure of support and innovative strategies to address issues of grandparents raising children.

Performance Measures:

Child and Youth Nutrition	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of Children and Youth Participating in Nutrition Program	6,858	3,100	3,518	8,000
# of People Participating in Gardening	1,757	1,000	2,258	2,000
# of Youth Enrolled in the 4-H Program	856	1,000	858	700

Child and Youth Nutrition	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measures				
Cost of Providing Six Hours of Nutrition Education to Children	$1.34/child	$1.34/child	$1.74/child	$2.50/child
Cost of Providing Technical Assistance for a Garden in Every School	$3.63/child	$3.63/child	$3.70/child	$3.79/child
Cost of Serving 4-H Youth in the County	$1.00/youth	$1.00/youth	$1.50/youth	$1.00/youth
Cost of Serving Adult Low Income Base with 6 Hours of Education	$6.75/person	$6.75/person	$6.75/person	$6.75/person
Effectiveness Measures				
% of Teachers Teaching 6 Hours of Nutrition Education	50%	50%	75%	100%
% of Gardens in Every Operation	25%	35%	50%	50%
% of People Participating in Food Security Programs Initiated by the Community	n/a	15%	25%	35%
% of Youth Staying in the Program for More Than 3 Years	80%	80%	90%	90%

Goal:

To conduct focus research in environmental horticulture and natural resources that leads to the development of environmental programs to preserve the environmental quality and minimize environmental risks.

Objectives:

- Reduce the use of pesticides in schools and playgrounds through an extensive Integrated Pest Management Education program using Master Gardener trained volunteers.
- Promote the use of empty lands as community and school gardens to supplement the access to fresh produce in low-income communities.
- Improve environmentally safe practices to reduce green waste, water usage in public and private green areas.

Performance Measures:

Performance Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# of People Participating in Environmental Education	150	200	500	1,000
# of People Receiving Horticulture Information	675	700	900	3,000

Performance Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measures				
Cost of Providing Training and Education for Master Gardener Volunteers	$45/person	$50/person	$50/person	$75/person
Cost of Training, Technical Assistance, Information and Referral in Horticulture	n/a	$30/person	$35/person	$40/person
Effectiveness Measures				
% of Volunteer Master Gardener Graduates	80%	80%	90%	90%
% of Businesses and Pesticide Applicators Attending the Trainings	75%	75%	75%	75%

ENVIRONMENTAL HEALTH – GRANTS

Local Oversight Program (LOP)

Statutory authority exists at the federal, State, and local levels to require remedial action by the responsible party or parties at underground petroleum storage tank release sites. Funding from the State Underground Storage Tank Petroleum Trust Fund has been allocated for local government oversight of remedial action at underground petroleum tank release sites.

The State Water Resources Control Board has been designated as the lead State Agency to administer work under this program and to disburse funds to local agencies.

Goal:

To protect human health and safety and the environment by overseeing the clean up of sites contaminated by unauthorized releases of hazardous substances such as petroleum products from underground storage tanks and systems.

Objectives:

- Spend 60 percent of available staff time as site specific time in order to facilitate the timely review of case progress toward closure.
- Work to effectively remediate active sites where fuel releases are identified.

Performance Measures:

Local Oversight Program (LOP)	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
% Site Specific Time Worked	60%	59%	65%	65%
# of Cases Closed and Requiring No Further Action	32	n/a	36	45

Local Oversight Program (LOP)	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measures				
Average Cost per Active Case Worked	$1,340	$1,460	$1,580	$1,475
Average Cost to Close Case	$4,020	$4,380	$4,740	$4,425
Effectiveness Measures				
% Cases Worked	100%	100%	100%	100%
% Cases Closed	6%	7%	6%	8%

Interjurisdictional Toxicology Program

This program provides research and toxicological expertise, develops risk-based management guidelines applicable to leaking underground storage tank cases, and provides necessary training to participants from the State Water Board, Regional Boards, Local Oversite Program agencies, and Local Implementing Agencies.

Goal:

To provide toxicological consulting expertise and risk assessment guidance for specific Underground Storage Tank (UST) cases.

Objectives:

- Advise Regional Board and State Water Board staff, consultants, responsible parties, and the public on UST site closures.
- Review and provide site-specific technical advice to State Water Board, Regional Board and Local Oversight Program (LOP) staff on MTBE and other oxygenate-impacted sites.
- Train participants from the State Water Board, Regional Board, LOP Agencies, and Local Implementing Agencies.

Performance Measures:

Interjurisdictional Toxicology Program	FY 2000 Actual	FY 2001 Actual	FY 2002 Goal	FY 2003 Goal
Effort Measures				
# of Requests for Consultation	208	231	250	250
# of Sites Reviewed	150	150	150	150
# of Trainings Provided	8	8	8	8
# of People Trained	800	800	800	800

VECTOR CONTROL

Goal:

To reduce the risk of human disease, injury, and discomfort for the citizens of Alameda County by maintaining surveillance over disease reservoirs, suppressing populations of insect vectors, rodents, and other nuisance animals along with eliminating casual environmental conditions.

Objectives:

- To investigate all public requests for services regarding arthropod vectors, rodents, nuisance pests and environmental conditions conducive to vectors.

- To conduct environmental surveys, identify invertebrate and vertebrate specimens, and assess the potential for transmission of zoonotic diseases.

- To provide advice on the control of medically important pests such as flies, cockroaches, fleas, venomous arthropods or rodents and conduct direct suppression of these pests as circumstances require.

- To inform the public on the risks of zoonotic diseases and utilize all practical communication methods, including brochures, handouts, news releases, the Internet, public displays and community events.

Goal:

Reduce the number of Norway Rats in the public sewers of Oakland and the surrounding communities, by conducting intensive surveillance, and treating only areas with documented rat activity, allowing the municipalities the time to repair the sewer infrastructure without further deterioration. The long range goal is to reduce the rodents ability to expand its range under ground and invade non-infested neighborhoods through breaches in the laterals.

Objectives:

- Survey 100% of the sewer manholes and treat sites with active rat populations routinely until activity drops to an insignificant level.

- Monitor basin areas regularly and treat sites with active rat signs until rat activity drops to an insignificant level.

- Compile results of investigations from service requests regarding rats on the surface, and compare clusters of complaints to sewer baiting results indicating high activity.

- Locate sewer breaches conduct smoke or dye tests as necessary and advise the City Public Works Department of areas that need repairs.

- Investigate complains of rats, which enter buildings and work with code compliance to insure that repairs are made.

Performance Measures:

Performance Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Service Requests & Animal Bites	6,604	6,649	6,649	7,200
Vertebrate & Disease Assessments	25,927	17,230	21,214	24,000
Invertebrate Activities	5,125	4,109	4,617	3,500
Public Outreach Events	36	52	52	40

Budget Units Included:

10000-350400 Cooperative Extension	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	2,902	30,792	61,692	111,396	111,381	49,689	(15)
S&S	107,690	139,302	173,620	152,676	150,608	(23,012)	(2,068)
Net Appropriation	110,592	170,094	235,312	264,072	261,989	26,677	(2,083)
Net County Cost	110,592	170,094	235,312	264,072	261,989	26,677	(2,083)
FTE - Mgmt	NA	NA	0.00	0.00	0.00	0.00	0.00
FTE - Non Mgmt	NA	NA	1.01	1.60	1.60	0.59	0.00
Total FTE	NA	NA	1.01	1.60	1.60	0.59	0.00
Authorized - Mgmt	NA	NA	0	0	0	0	0
Authorized - Non Mgmt	NA	NA	2	2	2	0	0
Total Authorized	NA	NA	2	2	2	0	0

10000-351100 Environmental Health	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	0	6,305,791	6,960,303	7,505,266	7,204,544	244,241	(300,722)
S&S	0	2,760,354	3,283,815	3,301,909	3,248,783	(35,032)	(53,126)
Intra Fund Transfers	0	(20,947)	0	0	0	0	0
Other Financing Uses	0	801,350	801,350	801,350	801,350	0	0
Net Appropriation	0	9,846,548	11,045,468	11,608,525	11,254,677	209,209	(353,848)
Financing							
Revenue	0	9,319,468	10,214,464	10,652,514	10,815,621	601,157	163,107
Total Financing	0	9,319,468	10,214,464	10,652,514	10,815,621	601,157	163,107
Net County Cost	0	527,080	831,004	956,011	439,056	(391,948)	(516,955)
FTE - Mgmt	NA	NA	19.00	19.25	19.75	0.75	0.50
FTE - Non Mgmt	NA	NA	64.00	64.58	60.58	(3.42)	(4.00)
Total FTE	NA	NA	83.00	83.83	80.33	(2.67)	(3.50)
Authorized - Mgmt	NA	NA	21	21	21	0	0
Authorized - Non Mgmt	NA	NA	74	74	74	0	0
Total Authorized	NA	NA	95	95	95	0	0

22410-351900 Environmental Health Grants	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	0	725,822	914,869	809,301	809,093	(105,776)	(208)
S&S	0	198,110	251,522	143,449	353,717	102,195	210,268
Other Financing Uses	0	333,771	20,500	20,500	20,500	0	0
Net Appropriation	0	1,257,703	1,186,891	973,250	1,183,310	(3,581)	210,060
Financing							
Revenue	0	1,104,376	1,186,891	973,250	1,183,310	(3,581)	210,060
Total Financing	0	1,104,376	1,186,891	973,250	1,183,310	(3,581)	210,060
Net County Cost	0	153,327	0	0	0	0	0
FTE - Mgmt	NA	NA	2.25	1.00	1.00	(1.25)	0.00
FTE - Non Mgmt	NA	NA	7.00	6.50	6.50	(0.50)	0.00
Total FTE	NA	NA	9.25	7.50	7.50	(1.75)	0.00
Authorized - Mgmt	NA	NA	2	2	2	0	0
Authorized - Non Mgmt	NA	NA	7	7	7	0	0
Total Authorized	NA	NA	9	9	9	0	0

21902-450121 Vector Control CSA	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	1,565,850	1,670,811	1,823,997	1,962,449	1,962,041	138,044	(408)
S&S	979,107	995,011	1,201,485	1,224,116	1,224,524	23,039	408
Other	27,480	94,973	31,973	31,973	31,973	0	0
Other Financing Uses	0	26,081	813,623	715,837	715,837	(97,786)	0
Net Appropriation	2,572,437	2,786,876	3,871,078	3,934,375	3,934,375	63,297	0
Financing							
AFB	640,965	38,424	1,250,557	1,199,682	1,199,682	(50,875)	0
Revenue	2,647,815	2,628,950	2,620,521	2,734,693	2,734,693	114,172	0
Total Financing	3,288,780	2,667,374	3,871,078	3,934,375	3,934,375	63,297	0
Net County Cost	(716,343)	119,502	0	0	0	0	0
FTE - Mgmt	NA	NA	4.00	4.00	4.00	0.00	0.00
FTE - Non Mgmt	NA	NA	21.00	21.00	21.00	0.00	0.00
Total FTE	NA	NA	25.00	25.00	25.00	0.00	0.00
Authorized - Mgmt	NA	NA	4	4	4	0	0
Authorized - Non Mgmt	NA	NA	22	22	22	0	0
Total Authorized	NA	NA	26	26	26	0	0

HEALTH CARE SERVICES AGENCY - PUBLIC HEALTH DEPARTMENT

Arnold Perkins
Director

Financial Summary

Public Health	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	93,058,153	99,784,702	(4,407,353)	2,598,191	97,975,540	4,917,387	5.3%
AFB	1,288,153	2,189,857	0	0	2,189,857	901,704	70.0%
Revenue	74,839,000	77,726,491	425,040	2,558,191	80,709,722	5,870,722	7.8%
Net	16,931,000	19,868,354	(4,832,393)	40,000	15,075,961	(1,855,039)	-11.0%
FTE - Mgmt	175.50	180.42	(10.17)	2.00	172.25	(3.25)	-1.9%
FTE - Non Mgmt	376.41	409.55	(31.80)	8.03	385.78	9.37	2.5%
Total FTE	551.91	589.97	(41.97)	10.03	558.03	6.12	1.1%

MISSION STATEMENT

To work in partnership with the community to ensure the optimal health and well-being of all people through a dynamic and responsive process, respecting the diversity of the community and challenging the County to provide for present and future generations.

MANDATED SERVICES

Mandated services include Public Health Nursing; Public Health Laboratory; Public Health Statistics; Health Education; Communicable Disease Control; California Children's Services; Maternal and Child Health; Black Infant Health; Dental Health; Tobacco Control; Women, Infant and Children (WIC); and Emergency Medical Services (EMS). The level of these mandated services are referenced in the following: California Administrative Code; Welfare and Institutions Code; California Health and Safety Code; Code of Federal Regulations; Government Code; California Code of Regulations; and Alameda County Ordinance Code.

DISCRETIONARY SERVICES

The Public Health Department provides the following discretionary services: Asthma Start, Diabetes Program, Healthcare for the Homeless, Nutrition Services, Project New Start. In addition, several of Public Health mandated programs allow additional discretionary services in Dental Health, WIC, and EMS.

The following discretionary programs have been developed in response to Agency and County priorities:

- Developmental Disabilities Council – Provides advocacy and resource development/ referral for persons in the County with developmental disabilities.

- Community Challenge Grant (Project H.O.P.E.) – Supports teen pregnancy prevention education activities for students in targeted Oakland high schools.

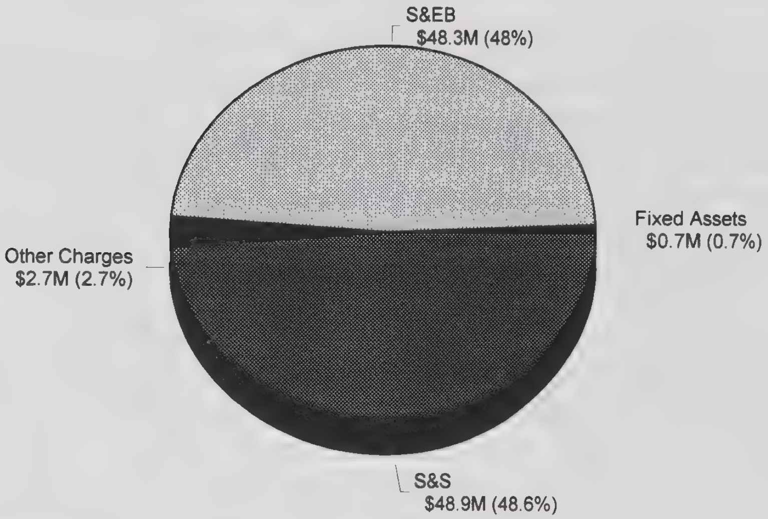
- Health Care for Children in Foster Care Program – Funded by the Child Health and Disability Prevention (CHDP) Program, this new project provides a medical administrative case management system for children in the Alameda County Social Services Agency foster care program. Public Health nurses provide coordination of medical services from the point of foster care placement and identification. These services involve the initiation and maintenance of a medical treatment plan, with an emphasis on interdisciplinary care planning.

- Improving Perinatal Outcomes Program (I.P.O.P.) – Funded by the Federal Healthy Start Initiative, this program provides case management and health education services for women and families of color to improve perinatal risk factors including low birth weight, late entry into perinatal care, pre-term births and maternal substance abuse. The program objectives shall ultimately result in a reduction in infant mortality. Additional activities include the development of culturally-competent approaches to perinatal depression and a program to improve inter-conceptional health and reduction of risk factors upon the initiation of subsequent pregnancies.

- Smoke-Free Homes Project: Funded by the Tobacco Master Settlement Fund – This Maternal Child and Adolescent Health/WIC collaborative project provides participants with perinatal tobacco cessation intervention during their WIC visits to encourage women to quit smoking or using drugs during pregnancy and to reduce/eliminate the use of tobacco within their homes. These steps ensure better birth outcomes for baby and mother and adoption of a healthy lifestyle.

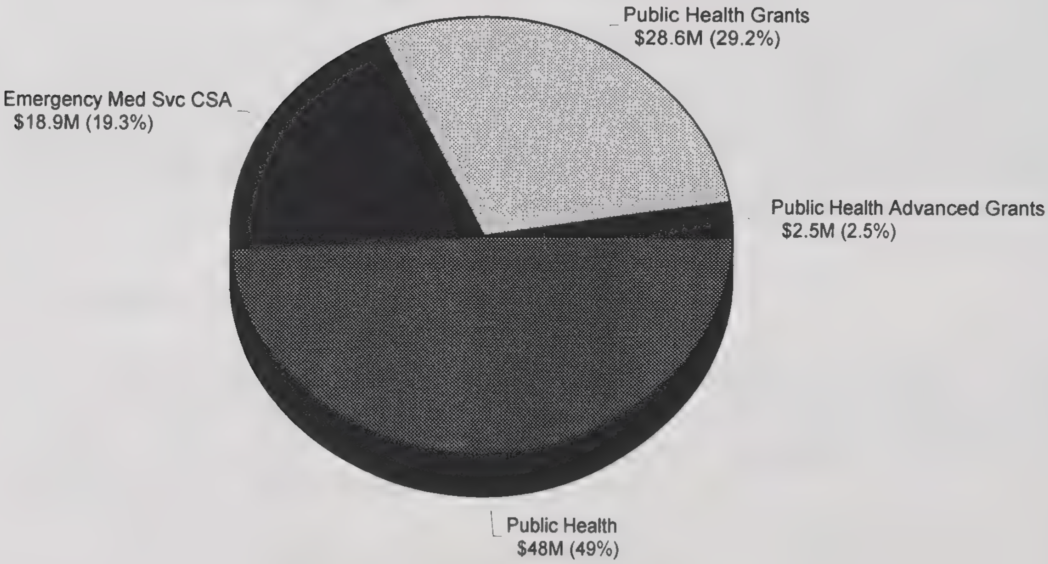
- CHOICES (Choosing Healthy Option if Considering Engaging in Sex) Program – Funded by the California Family Health Foundation, this program strives to increase the awareness of high-risk male youth and their allies about the value of responsible sexual behavior, male roles in family planning efforts, and planning for their future role as responsible youth/young adults.

Total Appropriation by Major Object

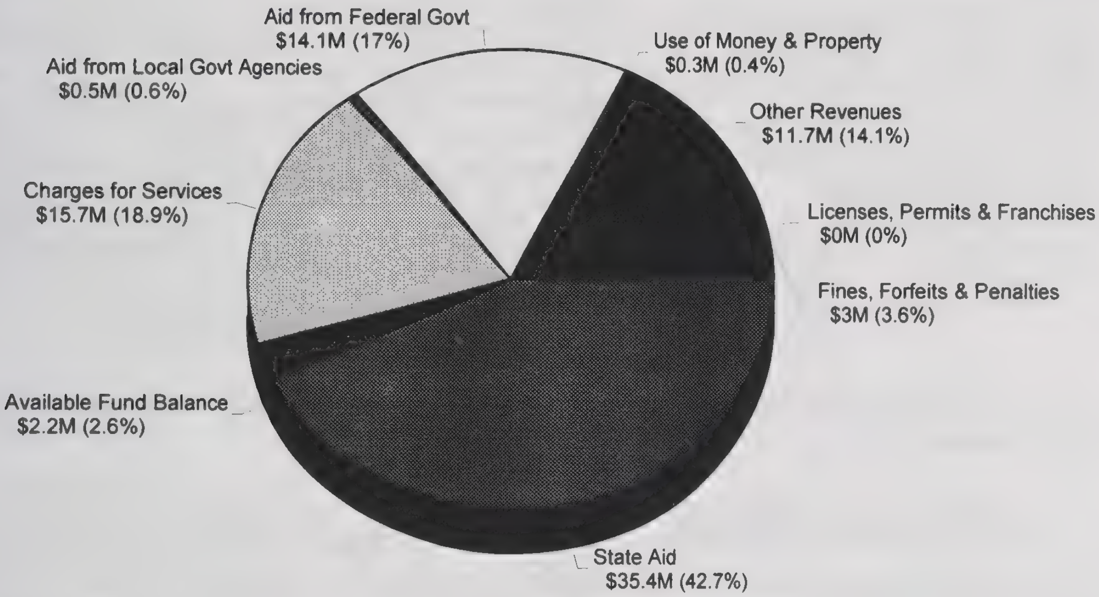


Intra Fund Transfers $-2.6M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort budget includes funding for 589.97 full-time equivalent positions at a net county cost of $19,868,354. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $2,937,354 and an increase of 38.06 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**93,058,153**	**76,127,153**	**16,931,000**	**551.91**
Salary & Benefit COLA increase	1,303,644	205,197	1,098,447	0.00
Retirement contribution increase	2,527,702	519,322	2,008,380	0.00
Reclassification/transfer of positions	0	0	0	5.78
Board approved Improving Perinatal Outcomes Program (IPOP) grant award	875,815	875,815	0	12.00
Board approved Child Care Health Linkage adjustment	62,406	62,406	0	0.50
Board approved mid-year adjustment	105,602	105,602	0	0.00
Board approved grant adjustments	570,601	533,662	36,939	13.07
Other mid-year Board approved adjustments	(31,284)	(34,059)	2,775	6.71

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Decrease in County indirect charges	(121,358)	0	(121,358)	0.00
Increase in costs for EMS district offset by assessment revenue and Available Fund Balance	1,409,854	1,409,854	0	0.00
Internal Service Fund adjustments	85,499	0	85,499	0.00
Technical/operating adjustments	(91,452)	(91,452)	0	0.00
Community-Based Organization COLAs	29,520	0	29,520	0.00
Increase in Prop 99 tobacco tax revenue	0	65,102	(65,102)	0.00
Increase in departmental revenues	0	137,746	(137,746)	0.00
Subtotal MOE Changes	**6,726,549**	**3,789,195**	**2,937,354**	**38.06**
2003-04 MOE Budget	**99,784,702**	**79,916,348**	**19,868,354**	**589.97**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**99,784,702**	**79,916,348**	**19,868,354**	**589.97**
Eliminate positions in Administration and Family Health Programs	(1,351,553)	(701,128)	(650,425)	(19.17)
Eliminate positions in Field Nursing	(1,029,479)	(398,214)	(631,265)	(11.33)
Eliminate positions in Community Health Services	(112,021)		(112,021)	(1.55)
Eliminate positions in Communicable Disease	(394,717)	(56,516)	(338,201)	(5.00)
Eliminate positions in Office of AIDS	(337,566)	0	(337,566)	(4.92)
Reduce operating expenses in Professional, Special Departmental, Travel, Office and Training Expenses	(1,055,123)	0	(1,055,123)	0.00
Reduce CBO contracts in Office of AIDS and Family Health	(30,098)	0	(30,098)	0.00
Medi-Cal Administrative Activities (MAA) Revenue	0	232,775	(232,775)	0.00
Maternal & Child Health (MCH) Revenue	0	70,013	(70,013)	0.00
Improving Pregnancy Outcomes Program (IPOP) Revenue	0	74,560	(74,560)	0.00
Child Health & Disability Prevention (CHDP) Revenue	0	537,702	(537,702)	0.00
Black Infant Health (BIH) Revenue	0	82,557	(82,557)	0.00
California Children's Services (CCS) Revenue	0	513,330	(513,330)	0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Foster Care Revenue	0	59,432	(59,432)	0.00
Medical Therapy Project Revenue	0	2,952	(2,952)	0.00
Teenage Relationship Improvement Project Revenue	0	7,577	(7,577)	0.00
Reduce ISF charges based on GSA reductions	(34,090)	0	(34,090)	0.00
Reduce ISF charges based on ITD reductions	(4,992)	0	(4,992)	0.00
Reduce Risk Management and Workers Compensation charges	(57,714)	0	(57,714)	0.00
Subtotal VBB Changes	**(4,407,353)**	**425,040**	**(4,832,393)**	**(41.97)**
2003-04 Proposed Budget	**95,377,349**	**80,341,388**	**15,035,961**	**548.00**

- Use of Fiscal Management Reward Programs savings of $2,800,000.

Service Impacts

- Of the 41.97 full-time equivalent positions being eliminated, 27.55 are vacant. The majority of the incumbents in the filled positions will be transferred to vacant funded positions, and workload in programs where pay units have been eliminated will be absorbed by existing staff. Service impacts for each of the programs are detailed below.

- Elimination of 4.67 full-time equivalent positions in Administration and 14.50 full-time equivalent positions in Family Health Programs may result in the following service reductions: reduced capacity to provide information systems support, dispensation of public health information to the community, and intensive case management and support of children in Child Health and Disability Prevention and California Children Services. Most incumbents will be reclassed into vacant funded positions. Workload will be absorbed by existing staff.

- Elimination of 11.33 full-time equivalent positions in Field Nursing may result in a decrease in the number of home visits for children and families, an increase in length of time to respond to referrals, and a decrease in the number of immunization community outreach activities.

- Elimination of 1.55 full-time equivalent positions in Community Health Services may lead to a decrease in education efforts to reduce teenage smoking and administrative support.

- Elimination of 5.00 full-time equivalent positions in Communicable Disease may result in a decrease in Public Health Lab services to non-County entities, as well as enrollment of children in immunization registry, and screening of children for Chlamydia.

- Elimination of 4.92 full-time equivalent positions in Office of AIDS will result in minimal service impacts, as all positions are vacant.
- The reduction in Professional, Special Departmental, Travel, Office and Training Expenses decreases the flexibility to support provision of direct services.

The Proposed Budget includes funding for 548.00 full-time equivalent positions at a net county cost of $15,035,961.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Public Health budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**95,377,349**	**80,341,388**	**15,035,961**	**548.00**
Board Approved Acceptance Public Health Preparedness and Response to Bioterrorism Award	1,620,486	1,620,486	0	11.67
Board Approved Mid-Year Adjustment for California Children's Services Diagnosis, Treatment and Therapy Program	434,878	434,878	0	0.00
Board Approved Acceptance of Allocation for Child Health Disability & Prevention Program	282,879	282,879	0	(1.08)
EMS COLA Increase for Supplemental Assessment Rates	213,286	213,286	0	
Other Board Approved Mid-Year Adjustments	6,662	6,662	0	(1.50)
Board Approved Public Benefit Fund for Reducing Health Disparities: Mother and Babies; and for Oakland/Berkeley Community Action to Fight Asthma	40,000	0	40,000	0.00
Technical Adjustments Due to Classification Actions	0	0	0	0.94
Subtotal Board/Final Changes	**2,598,191**	**2,558,191**	**40,000**	**10.03**
2003-04 Approved Budget	**97,975,540**	**82,899,579**	**15,075,961**	**558.03**

The Final Budget includes funding for 558.03 full-time equivalent positions at a net county cost of $15,075,961.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 558.03 full-time equivalent positions at a net county cost of $15,075,961.

MAJOR SERVICE AREAS

Alameda County Public Health Department (ACPHD) administers a range of programs designed to align with the three core functions of public health: assessment, policy development, and assurance.

Goal:

To reduce the transmission of communicable diseases in Alameda County.

Objectives:

- Prevent Hepatitis B infection in infants born to Hepatitis B-infected mothers.
- Improve tuberculosis (TB) control in Alameda County.
- Improve HIV/AIDS surveillance and treatment in Alameda County.

Performance Measures:

Performance Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effectiveness Measures				
% of Infants Born to Hepatitis B Infected Mothers Receiving HBIG and 1st Dose of Hepa B Vaccine within One Week of Life	98%	97%	99%	99%
Include the Proportion of Hepa B Perinatally Exposed Infants with Documented Protective Antibodies Six Months After Completion of Vaccine Series	72%	70%	80%	90%
% of TB Cases for whom Directly Observed Therapy (DOT) is Recommended will Receive DOT Throughout Course of Treatment	95%	95%	96%	96%
% Reduction in Number of TB Cases in US Born Children Ages 0-4 Years to Zero	7%	7%	0%	0%
% of High Risk Test Clients who are HIV Negative and Return for Results that will be Referred to Prevention Management	80%	90%	100%	100%
% of All Referrals and Linkages Services for Those Who Test HIV Positive that are Appropriate and Meaningful	80%	90%	100%	100%
% of Completeness in AIDS Case Reporting Based on Validation Studies Done at Two Category A Facilities	n/a	97%	90%	90%

Goal:

To improve the health of children in Alameda County.

Objectives:

- Protect infants and toddlers from vaccine preventable diseases.
- Improve the health of children with asthma.
- Improve the nutritional status of children.
- Improve the safety of child passengers.
- Improve long-term outcomes for children being treated through the California Children Services Medical Therapy Program.

Performance Measures:

Performance Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effectiveness Measures				
% Increase in Immunization Rates for Two-year Olds who Receive Care from Providers Participating in the Immunization Registry	n/a	5%	5%	5%
% of Increase in Childhood Immunization Rates of Two-year Olds who Attend County WIC Sites	n/a	n/a	5%	5%
% Decrease in the Number and Severity of Asthma Episodes in Children, Ages 0-5 in the Asthma Start Program Registry	n/a	n/a	98%	95%
# of Children who Receive Dental Sealants*	638	448	900	900
Increase Above Current Base Line of 21%, the Percentage of County WIC Infants 0-4 Weeks Old who are Exclusively Breastfeeding	n/a	n/a	13%	26%
# of Breastfeeding Support Services Guide of Distributed to Every New Mother in Alameda County	n/a	23,000	25,000	25,000
Children with Anemia on CHDP Well Child Visit Routinely Reviewed for Referral and Follow-up by PH Field Nursing	n/a	Refer 95%	Refer 95%	Refer 95%
% of Eligibility Determination for Med Therapy Program within 30 Days of Referral	55%	90%	95%	95%

* No current baseline exists for measure.

Goal:

To build the community's capacity to improve community health.

Objective:

- Improve the community's capacity to address community health concerns through awarding mini-grants, and needs and resource assessments.

Performance Measures:

Performance Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
Development of Long-Term Action Plans in Collaboration with Community Groups who Receive Mini-Grants	0	3	3	3
# of Community Partners (One per District) Completing Need and Resource Assessment of their Neighborhood	0	2	3	5
Advisory Committee will Recruit and Mentor at Least One Additional Community Resident	n/a	1	2	3
Effectiveness Measure				
# of Communities that Develop Action Plans Successfully Completing their Health Improvement Objectives	3	3	4	5

Budget Units Included:

10000-350200 Public Health	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	28,488,937	25,056,622	32,821,479	37,432,108	34,082,109	1,260,630	(3,349,999)
S&S	16,258,303	17,537,474	16,079,569	14,531,821	14,035,772	(2,043,797)	(496,049)
Other	298,589	191,736	2,012,847	1,991,066	2,426,463	413,616	435,397
Fixed Assets	7,755	41,125	0	0	0	0	0
Intra Fund Transfers	(2,737,022)	(2,167,794)	(3,311,493)	(2,556,371)	(2,560,847)	750,646	(4,476)
Other Financing Uses	1,037,802	8,265	0	0	0	0	0
Net Appropriation	43,354,364	40,667,428	47,602,402	51,398,624	47,983,497	381,095	(3,415,127)
Financing							
Revenue	39,083,326	29,046,768	30,671,402	31,530,270	32,907,536	2,236,134	1,377,266
Total Financing	39,083,326	29,046,768	30,671,402	31,530,270	32,907,536	2,236,134	1,377,266
Net County Cost	4,271,038	11,620,660	16,931,000	19,868,354	15,075,961	(1,855,039)	(4,792,393)
FTE - Mgmt	NA	NA	122.08	127.25	116.50	(5.58)	(10.75)
FTE - Non Mgmt	NA	NA	289.58	311.79	277.74	(11.84)	(34.05)
Total FTE	NA	NA	411.66	439.04	394.24	(17.42)	(44.80)
Authorized - Mgmt	NA	NA	130	143	143	13	0
Authorized - Non Mgmt	NA	NA	325	358	357	32	(1)
Total Authorized	NA	NA	455	501	500	45	(1)

22405-350900 Public Health Grants	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	5,107,884	5,651,643	8,946,306	9,724,227	10,766,096	1,819,790	1,041,869
S&S	15,602,803	17,257,855	19,159,489	17,311,345	17,681,632	(1,477,857)	370,287
Other	87,575	262,719	143,453	210,540	191,063	47,610	(19,477)
Fixed Assets	0	48,865	0	0	0	0	0
Intra Fund Transfers	0	(1,182)	0	0	0	0	0
Other Financing Uses	0	143,352	0	0	0	0	0
Net Appropriation	20,798,262	23,363,252	28,249,248	27,246,112	28,638,791	389,543	1,392,679
Financing							
Revenue	10,411,388	21,254,279	28,249,248	27,246,112	28,638,791	389,543	1,392,679
Total Financing	10,411,388	21,254,279	28,249,248	27,246,112	28,638,791	389,543	1,392,679
Net County Cost	10,386,874	2,108,973	0	0	0	0	0
FTE - Mgmt	NA	NA	38.92	28.83	31.00	(7.92)	2.17
FTE - Non Mgmt	NA	NA	82.83	86.80	96.46	13.63	9.66
Total FTE	NA	NA	121.75	115.63	127.46	5.71	11.83
Authorized - Mgmt	NA	NA	50	38	38	(12)	0
Authorized - Non Mgmt	NA	NA	93	119	120	27	1
Total Authorized	NA	NA	143	157	158	15	1

22411-350910 Public Health Advanced Grants	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	0	0	0	1,247,651	1,295,828	1,295,828	48,177
S&S	0	0	0	1,236,077	1,187,900	1,187,900	(48,177)
Net Appropriation	0	0	0	2,483,728	2,483,728	2,483,728	0
Financing							
Revenue	0	9,427	0	2,483,728	2,483,728	2,483,728	0
Total Financing	0	9,427	0	2,483,728	2,483,728	2,483,728	0
Net County Cost	0	(9,427)	0	0	0	0	0
FTE - Mgmt	NA	NA	0.00	7.08	7.25	7.25	0.17
FTE - Non Mgmt	NA	NA	0.00	6.97	7.58	7.58	0.61
Total FTE	NA	NA	0.00	14.05	14.83	14.83	0.78
Authorized - Mgmt	NA	NA	0	9	9	9	0
Authorized - Non Mgmt	NA	NA	0	10	10	10	0
Total Authorized	NA	NA	0	19	19	19	0

21901-450111 Emergency Med Svc CSA	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	1,055,600	1,337,318	1,784,993	2,109,167	2,132,428	347,435	23,261
S&S	12,808,851	13,725,911	14,491,481	15,772,403	15,962,428	1,470,947	190,025
Other	27,415	0	230,029	74,668	74,668	(155,361)	0
Fixed Assets	83,171	0	700,000	700,000	700,000	0	0
Net Appropriation	13,975,037	15,063,229	17,206,503	18,656,238	18,869,524	1,663,021	213,286
Financing							
AFB	4,345,588	(8,582)	1,288,153	2,189,857	2,189,857	901,704	0
Revenue	15,403,629	16,381,388	15,918,350	16,466,381	16,679,667	761,317	213,286
Total Financing	19,749,217	16,372,806	17,206,503	18,656,238	18,869,524	1,663,021	213,286
Net County Cost	(5,774,180)	(1,309,577)	0	0	0	0	0
FTE - Mgmt	NA	NA	14.50	17.25	17.50	3.00	0.25
FTE - Non Mgmt	NA	NA	4.00	4.00	4.00	0.00	0.00
Total FTE	NA	NA	18.50	21.25	21.50	3.00	0.25
Authorized - Mgmt	NA	NA	15	17	18	3	1
Authorized - Non Mgmt	NA	NA	4	4	4	0	0
Total Authorized	NA	NA	19	21	22	3	1

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PUBLIC ASSISTANCE

PUBLIC ASSISTANCE

Financial Summary

Public Assistance	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final Amend Adj		Amount	%
Appropriations	586,166,747	588,958,392	(17,130,496)	799,158	572,627,054	(13,539,693)	-2.3%
Revenue	520,257,255	503,875,097	3,036,375	(541,613)	506,369,859	(13,887,396)	-2.7%
Net	65,909,492	85,083,295	(20,166,871)	1,340,771	66,257,195	347,703	0.5%
FTE - Mgmt	609.42	610.17	(47.67)	0.08	562.58	(46.84)	-7.7%
FTE - Non Mgmt	1,933.42	1,930.98	(52.84)	(1.94)	1,876.20	(57.22)	-3.0%
Total FTE	2,542.84	2,541.15	(100.51)	(1.86)	2,438.78	(104.06)	-4.1%

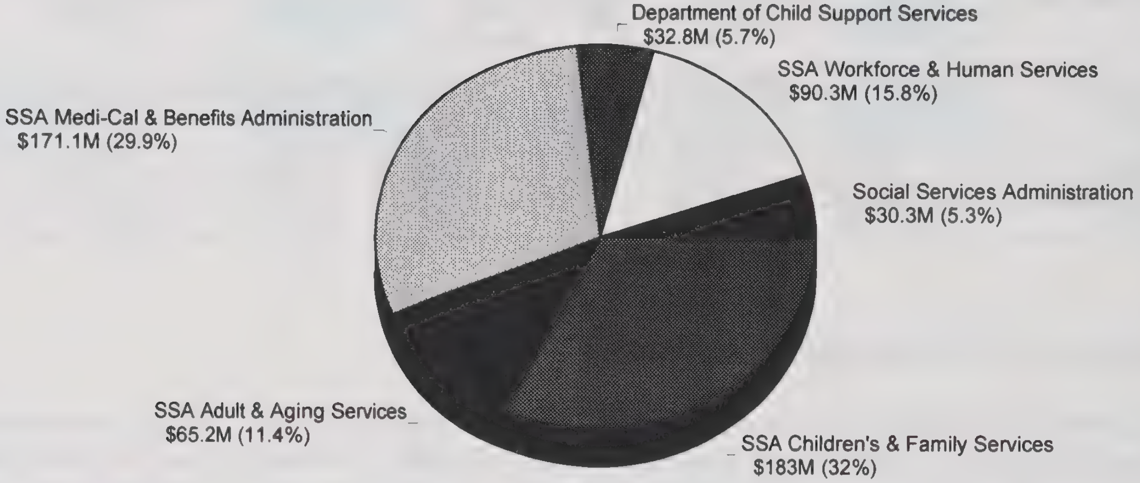
MISSION STATEMENT

To promote the social and economic well-being of individuals and families in Alameda County through a responsive, accessible, and flexible service delivery system that recognizes the importance of the family, cultural and ethnic diversity, and the increased vulnerability of populations at risk.

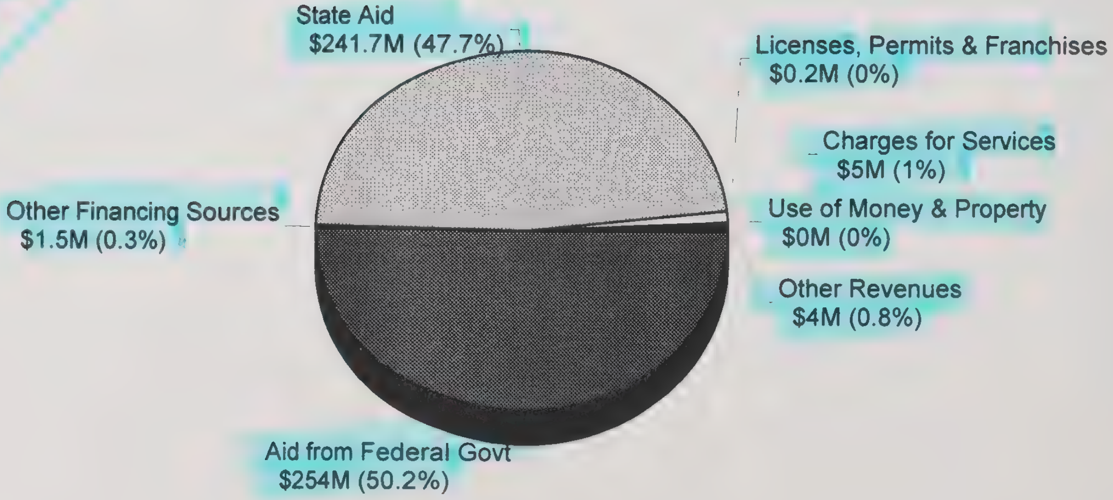
MAJOR SERVICE AREAS

Public Assistance services are provided by the Social Services Agency and the Department of Child Support Services. Included within the Social Services Agency are the Departments of Agency Administration and Finance, Medi-Cal and Benefits Administration, Workforce and Human Services, Children and Family Services, and Adult and Aging Services.

Appropriation by Department



Total Revenue by Source



FINAL/AMENDED BUDGET

The Final/Amended Budget includes funding for 2,438.78 full-time equivalent positions at a net county cost of $66,257,195. The budget includes an increase in net county cost of $347,703 and a decrease of 104.06 full-time equivalent positions.

SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**586,166,747**	**520,257,255**	**65,909,492**	**2,542.84**
Social Services Agency				
Salary & Benefit COLA increase	4,677,020	0	4,677,020	0.00
Retirement contribution increase	8,382,839	0	8,382,839	0.00
Reclassification/transfer of positions	0	0	0	(10.62)
Internal Service Fund adjustments	1,062,976	0	1,062,976	0.00
Mid-year Board approved adjustments	870,296	895,296	(25,000)	0.00
Increase in Services & Supplies costs	309,899	0	309,899	0.00
Adjustments for out-of-home placement of Severe and Emotionally Disturbed children	1,267,971	494,106	773,865	0.00
Adjustments due to decrease in Foster Care caseload	(3,341,849)	(2,737,893)	(603,956)	0.00
Adjustments for Adoption Assistance caseload	3,926,191	3,405,186	521,005	0.00
Decrease appropriation and revenue for the Interagency Children's Policy Council	(570,562)	(570,562)	0	0.00
Increase in federal and realignment revenue partially offset by decrease in State revenue	0	5,867,309	(5,867,309)	0.00
Community-Based Organizations COLA	207,987	0	207,987	0.00
Adjustments for Older Americans Act costs	426,128	426,128	0	0.00
Adjustments for In-Home Support Services for increased hours of service, wages, and expanded health benefits for homecare workers	6,055,242	2,795,951	3,259,291	0.00
Increase in charges to Behavioral Health for mental health services	(543,652)	0	(543,652)	0.00
Decrease in Refugee Cash Assistance program based on caseload	(137,224)	(137,224)	0	0.00
Decrease in CalWORKs program based on caseload and grant level	(19,258,549)	(18,958,748)	(299,801)	0.00
Adjustments to General Assistance based on caseload and anticipated increase in Supplemental Security Income recoupment	(2,385,725)	342,472	(2,728,197)	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Increase in State/federal revenue and expenditures for the CalWIN program	341,401	3,528,445	(3,187,044)	0.00
Decrease in grant funding	(778,637)	(778,637)	0	0.00
Decrease in federal revenue related to CalWORKs, Food Stamps, and the Associated Community Action Program	0	(13,698,268)	13,698,268	0.00
Technical/operating adjustments	(416,989)	47,399	(464,388)	0.00
Total Social Services Agency	***94,763***	***(19,079,040)***	***19,173,803***	***(10.62)***
Department of Child Support Svcs.				
Salary & Benefit COLA increase	965,982	0	965,982	0.00
Retirement contribution increase	1,071,441	0	1,071,441	0.00
Reclassification/transfer of positions	734,367	734,367	0	8.93
Internal Service Fund adjustments	853,685	0	853,685	0.00
Operating adjustments to reflect allocation decrease	(928,593)	(272,714)	(655,879)	0.00
Increase in departmental revenues	0	820,633	(820,633)	0.00
Use of Designation	0	1,414,596	(1,414,596)	0.00
Total Dept of Child Support Svcs.	***2,696,882***	***2,696,882***	***0***	***8.93***
Subtotal MOE Changes	**2,791,645**	**(16,382,158)**	**19,173,803**	**(1.69)**
2003-04 MOE Budget	**588,958,392**	**503,875,097**	**85,083,295**	**2,541.15**

VALUES-BASED BUDGETING ADJUSTMENTS

No VBB adjustments were required for the Department of Child Support Services.

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
VBB Changes	**588,958,392**	**503,875,097**	**85,083,295**	**2,541.15**
Social Services Agency				
Reduce Welfare Fraud program	(1,206,879)	0	(1,206,879)	(12.25)
Reduce administrative staff and services	(1,997,949)	0	(1,997,949)	(11.91)
Increase revenue estimates for Food Stamps and CalWORKs closeout	0	3,001,032	(3,001,032)	0.00
CalWORKs' staff reductions and reassignments to maximize revenue	(4,061,667)	469,016	(4,530,683)	(49.25)
Reduce CalWORKs' contracts and services	(5,174,621)	0	(5,174,621)	0.00
Use one-time revenue for Adult and Aging Services	0	441,327	(441,327)	0.00
Eliminate positions in Adult Protective Services and Public Guardian	(394,250)	0	(394,250)	(4.92)
Reduce Foster Care overpayments	(1,250,000)	(875,000)	(375,000)	0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Reduce discretionary services and contracts in Children and Family Services	(580,654)	0	(580,654)	0.00
Eliminate vacant positions in Children and Family Services	(1,663,799)	0	(1,663,799)	(22.17)
Reduce ISF charges based on GSA, ITD, and Risk Management reductions	(800,677)	0	(800,677)	0.00
Subtotal VBB Changes	**(17,130,496)**	**3,036,375**	**(20,166,871)**	**(100.50)**
2003-04 Proposed Budget	**571,827,896**	**506,911,472**	**64,916,424**	**2,440.65**

- Use of Fiscal Management Reward Program savings of $3,500,000.

Service Impacts

Administration and Finance

- Welfare Fraud activities will be reduced by approximately 25 percent, resulting in decreased fraud prevention activities. Of the total welfare fraud reduction, approximately 15 percent will impact the District Attorney's Welfare Fraud Unit.

- Reductions in full-time equivalent positions in Agency administration will reduce accounting, office administration, personnel support, training, and information technology support for operating departments. In addition, contracted training services for staff will be reduced by half.

- Fewer children and families will gain access to Supplemental Security Income (SSI) services as a result of reductions in contractual support.

Adult and Aging Services

- Elimination of full-time equivalent positions for the Public Guardian and Adult Protective Services will limit the ability of these programs to respond to existing demands for services for elderly and dependent adults, and to expand services as demands increase.

Children and Family Services

- Reduction in budgeted amount for special departmental expenses will limit department's ability to respond to unexpected expenses.

- Funding will be reduced for bus passes and travel expenses for biological parents to participate in court-mandated services. This will limit options for responding to parents' travel needs and may lead to a delay in reunification with their children.

- Reduction in budgeted amount for professional and specialized services will decrease access to outside child welfare clinicians and experts.

- Community-based provider contract reductions for respite care may affect the recruitment and retention of relative caregivers and emergency foster parents, but are consistent with expectations that existing contractors will pursue alternate sources of funding for these services. However, these reductions could result in fewer placements with relatives, delays in placement, and longer stays in foster care for children.

- Community-based provider contract reduction for child abuse prevention services will decrease the level of this service, but this reduction will be mitigated by the continued funding of such services through contractors selected by the Child Abuse Prevention Task Force.

- Community-based provider contract reduction for drug testing and treatment services will require closer monitoring of these services by Agency staff, and may require the redirection of services to existing contractors.

- Community-based provider contract reduction for emergency response services, which operate during evenings, weekends and holidays, will require that these services be absorbed by Child Welfare staff and by other existing contractors.

- The loss of vacant full-time equivalent Children and Family Services positions will reduce the flexibility to address current and future workload demands. These vacancies occur in administrative support positions for child welfare services and in line staff positions providing direct services to children and families.

Medi-Cal and Benefits Administration

- The elimination of CalWORKs full-time equivalent positions will significantly diminish the agency's ability to administer its basic welfare programs and reduce the effectiveness of efforts to connect welfare recipients to jobs. The impacts of these reductions will include:
  - delays in the timely delivery of benefits to clients;
  - increases in administrative error rates, with the potential for financial sanctions from State and federal governments;
  - elimination of many full-time equivalent positions providing client supports including social workers and client advocates, who help identify clients with barriers to employment and connect them to available supportive services, including mental health, substance abuse, and domestic violence;
  - substantial reductions in the ability to oversee and provide technical assistance to community-based contractors;
  - elimination of General Assistance (GA) services in the main Oakland office at 400 Broadway, requiring GA clients to travel to Eastmont Self-Sufficiency Center; and

- reductions in employment services full-time equivalent positions, resulting in increased caseloads and a reduction in the effectiveness of individual case management, placement and retention services.

Workforce and Human Services

- CalWORKs contract reductions will scale back employment services and restrict availability of funding for community-based providers and others to provide job preparation, placement, and retention services. Clients, who increasingly have greater barriers to employment, will have substantially more limited opportunities to access necessary and appropriate services to help them find and keep a job. These reductions may also further weaken the financial infrastructure and lead to loss of jobs for community-based providers currently providing these services. Specific service reductions will include job placement, retention, and advancement services; outreach to families in sanctioned status; vocational assessment contracts; and transportation contracts.

- Reduction of transportation subsidies will make this support unavailable to clients who are working and have lost cash assistance due to federal time limits.

- Reduction of CalWORKs allocation to the Hayward One-Stop Career Center by 30 percent will reduce the availability of employment assistance services provided to CalWORKs and other clients at the One-Stop Center.

- Elimination of drop-in child care services at Self-Sufficiency centers will require parents to bring their children with them to appointments, make other child care arrangements, or limit their appointments with Social Services Agency staff. More than 8,000 children per year currently utilize this service.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in Public Assistance include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**571,827,896**	**506,911,472**	**64,916,424**	**2,440.65**
Mid-year adjustment for CalWIN project	207,168	207,168	0	0.00
Reclassification/transfer of positions	0	0	0	(0.69)
Mid-year adjustment to add pay units for a position in Children & Family Services	0	0	0	0.89
Transfer of Interagency Children's Policy Council to Health Care Services Agency	(1,048,010)	(748,781)	(299,229)	(2.07)
Public Benefit Fund appropriation for Medi-Cal enrollment events	40,000	0	40,000	0.00
Subtotal Board/Final Changes	**(800,842)**	**(541,613)**	**(259,229)**	**(1.87)**
2003-04 Approved Budget	**571,027,054**	**506,369,859**	**64,657,195**	**2,438.78**

The Final Budget includes funding for 2,438.78 full-time equivalent positions at a net county cost of $64,657,195.

FINAL/AMENDED BUDGET ADJUSTMENTS

Increased appropriation of $1.6 million to pay the County's share of the State child support penalty.

The Final/Amended budget includes funding for 2,438.78 full-time equivalent positions at a net county cost of $66,257,195.

MAJOR ACCOMPLISHMENTS IN 2002-03 INCLUDE:

AGENCY ADMINISTRATION AND FINANCE

Finances and Office Support – The Agency's Finance Department established a centralized Contracts Office in August 2002. With the implementation of new tracking system, the contract processing time is reduced from five weeks to one week and invoice payment is made within 10 working days. The Contracts Office prepares a variety of financial reports which have proven irreplaceable in managing current fiscal constraints and monitoring contract expenditures.

Information Services – Electronic Benefit Transfer (EBT), the electronic delivery of Food Stamps and cash aid to Social Services Agency clients was successfully implemented in August 2002. Information Services Division (ISD) new focus is on the implementation of Web-based services. They include Web-based program practice guides, interactive products and services, and information resource links. ISD is in the initial steps of developing a data warehouse, which will allow the agency to better analyze, plan, and react to the needs of the community. Finally, CalWORKs Information Network (CalWIN) sits on the horizon as the CalWIN Project Team continues preparations for the revamping of the eligibility process.

Facilities – The first Alameda County Assessment Center for Children and Family Services opened in August 2002. The site allows the Department of Children and Family Services to streamline its foster care intake process and better meet the needs of children taken into custody. With the remodel of 401 Broadway's third floor, the agency relocated Children and Family Services staff from 330 Franklin to 401 Broadway and closed 330 Franklin. This fiscal year a new site is being developed for the Department of Adult and Aging Services at the Eastmont Town Center. This new facility will allow all department services to be located at a single location and co-located with many of its community partners. Plans are also moving forward for a new North County Self-Sufficiency Center. This new facility will replace the office located at 4501 Broadway. The anticipated completion date for the new Self-Sufficiency Center is 2005.

Human Resources – The Social Services Agency Human Resources Department was closely involved in the transition to ALCOLINK HRMS, user training, and implementation. A major focus during this fiscal year is on increasing staff proficiency in using the new ALCOLINK HRMS system; changing business practices, work flow, and forms to tie in with the new system; evaluation of the effectiveness of new procedures; redistribution of duties, responsibilities, and workload of staff to meet the new requirements due to ALCOLINK HRMS; and developing new policies, procedures, and desk manuals.

Staff Development – The Staff Development Team was consolidated this year to include program training and training staff from the Department of Medi-Cal Benefits and Administration and Welfare to Work and the Department of Children and Family Services. Staff development is now responsible for providing training agency-wide in program, technical, and people skills through a combination of staff delivered training and training contracts. A comprehensive Agency-wide Training Needs Assessment was completed and a training curriculum based on that assessment is being revised including supervisory development and Alcohol and Drug Training.

Welfare Fraud Prevention Division (WFPD) – To help ensure that maximum funds are available to eligible clients, WFPD staff made great strides in recouping monies owed to the County. Major systemic changes to how cases are processed have led to an increased efficiency of collection. Additionally, the division is in the process of updating the welfare investigators' Policy and Procedures Manual, to further the goals of protecting clients' rights, and reducing the incidence of welfare fraud in the County.

DEPARTMENT OF ADULT AND AGING SERVICES (SSA)

Adult Protective Services (APS) – APS held twice-monthly meetings with representatives from the District Attorney's office for in-service training on financial elder abuse detection and investigation, to improve coordination of efforts on cases active in both offices. In addition, APS implemented the State of California Policy and Procedures Manual with respect to timelines for designated tasks, participated in Inter-Program Awareness Training for division staff, and initiated screening of all new APS referrals for active In-Home Supportive Services (IHSS) status.

Area Agency on Aging (AAA) -- AAA staff coordinated advocacy efforts with the Advisory Commission on Aging (ACA) with the Annual Senior Rally, the California Senior Legislature (CSL), Measure B Transportation Programs, and through a variety of responses to critical legislative issues affecting elders. The AAA Director provided the lead role for Alameda County in mapping services, setting priorities, and implementing strategies to implement integration/coordination of Long-Term Care (LTC). The mapping process was completed during the first part of the year. This year the LTC Steering Committee developed four main committees: Housing and Transportation, LTC Integration, Community Services, and Training and Education. Each committee has set up short and long-term goals/action steps for improved coordination/integration in Alameda County.

Public Guardian-Conservator (PG) – PG staff modified the interest-crediting policy to conform with the Probate Code, and received approval of the Superior Court. In addition, staff achieved timely posting of interest by quarter, developed a sustainable method of continued timely posting, and modified court accounting templates to conform with the Probate Code. Finally, PG staff created and operationalized databases for real and personal property tracking and management and for Lanterman-Petris-Short Act and Probate statistical tracking and management.

Public Authority for In-Home Supportive Services (PA) – Through changes in the Rapid Response service delivery mode, adoption of a new provider, and the exclusion of routine household work as a covered service, the Public Authority was able to reduce hourly costs for this service and expand services from Oakland to all of Alameda County. In addition, consumer and provider training were expanded by the provision of a series of classes on First Aid and Home Safety developed in collaboration with the Bay Area Emergency Preparedness Coalition and a series on Back Care and Other Ergonomic Hazards developed in collaboration with the National Institute for Occupational Safety and Health and SEIU Local 616.

Veterans Services Office (VSO) -- The VSO participated in the *East Bay Stand Down* at Camp Parks in Dublin where nearly 500 homeless veterans from Alameda, Contra Costa and San Francisco counties received a wide array of information and services on-site including legal, medical, dental, employment, social services, and housing assistance.

Aging With Dignity Initiative -- The Long Term Care *Aging with Dignity Grant* sponsored by the California Department of Aging for the development of the Network of Care website has been selected as one of six across the nation for innovative services to the elderly by the National Council on Aging (NCOA).

DEPARTMENT OF CHILDREN AND FAMILY SERVICES (SSA)

System Improvements – Through the determined work of all staff and the targeted efforts of the newly implemented Quality Assurance program, the Children and Family Services Department was found in full compliance with all nine review items in the most recent State audit. This was a remarkable turnaround in a short period of time and is due in part to full implementation of CWS/CMS, improved communication with workers about State regulations, as well as better documentation procedures that captured the services provided. The State has extended their congratulations to the department and will continue to be supportive of our efforts to sustain compliance.

Kin-GAP – The Kin-GAP Program continues to provide funding to relative caregivers who assume legal guardianship with financial support equal to foster care payments, and it is allowing many more relatives to offer this form of permanence to the children in their care. In addition, an array of support services is being made available to relative caregivers to help keep these placements stable and prevent re-entry into the foster care system.

Program Development – The long awaited Assessment Center opened its doors this fall to children in need of foster care placement who would normally have to wait in offices, restaurants, or cars until their placement was secured. Now, children are able to come to a clean, child-friendly, and comfortable environment that is equipped to attend to their immediate health, emotional, and nutritional needs until their placement is secured.

Another Road to Safety – Another Road to Safety (also known as the ARS Program) provides early intervention and prevention services in collaboration with Every Child Counts and community-based organizations in East Oakland and South Hayward. Families referred to the department are triaged using Structured Decision-Making (SDM), a standardized tool which guides risk and safety evaluation. The ARS Program then intervenes with families who are identified to be at risk of child abuse and neglect, but do not meet the full criteria for investigation. This year the agency has received federal funding to support the program in serving a total of 100 families in each of the two communities.

Independent Living Skills Program (ILSP) -- This year ILSP was able to increase the number of rented rooms at Carlos Bee dormitory, near Cal State Hayward, from 4 rooms to 20 rooms to provide emergency housing for emancipating ILSP youth who are without placement or housing. In addition, the department has recently entered into a collaboration with Alameda County Health Care Services Agency to provide immunizations for homeless youth and remains committed to continuing to explore options for addressing the ongoing challenge of housing for emancipated foster youth.

Project Destiny -- Project Destiny has begun to produce outcome data this year indicating that Destiny children are more likely to achieve a positive placement change by moving to a lower level of care and/or obtaining a relative placement, when compared with the control group. There have been over 25 dependency dismissals for Destiny children (10 families stabilized/reunified, six court-ordered terminations, and three emancipations/age of majority) compared to only one dismissal for the control group. Additionally, the average length of hospital stay for the control group was 74 days versus 17 days for the experimental group. Thus, it is clear that Project Destiny is already improving performance measures and will likely improve measures of well-being and safety in the next year.

Adoptions -- In collaboration with the Alameda County Juvenile Court, the department held its Third Annual Adoption Day in the month of November, which is National Adoption Awareness month. Over 300 family members, friends, and dignitaries attended this year honoring the adoptions of 83 children and 55 families. Plans are in place to hold Alameda County's Fourth Annual Adoption Day on National Adoption Day, in 2003.

New Programs – The department has received an Annie E. Casey Foundation planning grant that will help to reconceptualize, redesign, and reconstruct Alameda County's child welfare system in an effort to improve results for children and families involved in the child welfare system. In addition, in collaboration with the Center for the Vulnerable Child (CVC) at Children's Hospital, the department obtained a grant from Alameda County's Every Child Counts to provide child welfare workers with training and consultation on the mental health needs of children from 0 to 5 years of age. Lastly, the department was selected to join 13 other counties in the implementation of Phase 2 of the Linkages Project, funded by the Stuart Foundation and the California Department of Social Services. The project is a statewide effort to foster better integration of services delivered through County welfare departments.

DEPARTMENT OF MEDI-CAL AND BENEFITS ADMINISTRATION (SSA)

Medi-Cal Center – In 2002, the Medi-Cal program experienced a significant increase in the number of applications. From February 2002 to October 2002, client intake increased from 3,353 to 3,914. Some possible reasons for the increase include: (1) the current economy has worsened forcing employers to eliminate health coverage for their employees; (2) the new Mail-In Medi-Cal Application was implemented; (3) the face-to-face interview was eliminated; and (4) people are becoming more informed regarding eligibility criteria for receiving benefits.

CalWORKs - Implementation of the CalWORKs program continued throughout 2002-2003. In September 2002, active adults receiving CalWORKs cash assistance totaled 10,848 and, as has been seen in the previous few years, there continues to be an overall decline in applications. As of December 31, 2002, Alameda County's current participation rate was 25.9%, which exceeds the required federal participation rate. CalWORKs clients began reaching their time-limits in January 2003 and SSA has continued efforts to contact and work with clients who are approaching time limits.

Food Stamps – The Food Stamp Error Rate continued to decrease in FY 2002, resulting in improved payment accuracy and quality service for our clients. For FY 2002, the Food Stamp error rate was 6.45 percent. For the third consecutive year, this rate was below the Federal Tolerance Level, which in 2001 was 8 percent.

General Assistance – The General Assistance caseload increased slightly over the past year from 3,257 cases in December 2001 to 3,369 in December 2002. The General Assistance grant for a single individual is currently set at $336 per month.

No Wrong Door Pilot Project – The No Wrong Door Pilot Project is a health care coverage "team approach" that works with clients to help them obtain health care coverage regardless of who pays – Medi-Cal, Healthy Families, or other affordable, low-cost health coverage plans for families with incomes at or below 300% of the Federal Poverty Level. The pilot project centers around enrolling uninsured families in programs for which they are already eligible and fundamentally transforming the way the Social Services Agency does business. Under this plan, the primary strategy is to eliminate barriers to obtaining coverage and create a seamless enrollment process for applicants by changing internal systems and operational structures.

DEPARTMENT OF WORKFORCE AND HUMAN SERVICES (SSA)

Multidisciplinary Team – An innovative interagency multidisciplinary team (MDT) has continued to provide intensive case management services to Welfare to Work participants who have multiple barriers to employment. After its first year of operation, this team has produced high participant satisfaction and great interest from the Family Resource Center agencies for expanded and increased services of this type.

Workforce Investment Act (WIA) – WIA mandates that the Workforce Investment Board (WIB) develop, coordinate, and improve the local employment and training system to meet employer needs for skilled workers in the global economy. The WIA's two customers are employers and job seekers. During 2002, the WIB was successful in obtaining two competitive grants from the State through partnership with the other WIBs and workforce partners in the East Bay.

DEPARTMENT OF CHILD SUPPORT SERVICES

The Department of Child Support Services has had a number of accomplishments during the fiscal year. To begin the year, the department was established as an independent County department, separate from the District Attorney's Office. All employees became part of the County Civil Service System and impacts to customers were minimized. In addition, the department maintained or increased its Federal Performance Measures, especially in the area of current support distributed as a percentage of current support due, which grew from 54 to 57 percent. In total, the department collected $102,659,021 for FY 2003, an increase of $1,445,264. This gain occurred despite the generally poor economy, and in contrast to the results of some jurisdictions which saw decreased collections. Finally, the department passed the State's Performance-Based Audit for the twelfth straight year and also passed the Federal Data Reliability Audit.

Public Assistance	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	132,766,364	148,958,634	176,940,264	192,845,637	184,348,694	7,408,430	(8,496,943)
S&S	144,410,765	139,073,383	124,899,273	126,218,157	119,633,762	(5,265,511)	(6,584,395)
Other	250,053,212	258,834,606	287,683,839	275,385,566	274,135,566	(13,548,273)	(1,250,000)
Fixed Assets	1,136,445	414,058	1,171,073	1,081,073	1,081,073	(90,000)	0
Intra Fund Transfers	(7,612,889)	(8,000,262)	(4,972,555)	(7,091,877)	(7,091,877)	(2,119,322)	0
Other Financing Uses	621,009	527,293	444,853	519,836	519,836	74,983	0
Net Appropriation	521,374,906	539,807,712	586,166,747	588,958,392	572,627,054	(13,539,693)	(16,331,338)
Financing							
Revenue	450,822,933	492,751,233	520,257,255	503,875,097	506,369,859	(13,887,396)	2,494,762
Total Financing	450,822,933	492,751,233	520,257,255	503,875,097	506,369,859	(13,887,396)	2,494,762
Net County Cost	70,551,973	47,056,479	65,909,492	85,083,295	66,257,195	347,703	(18,826,100)
FTE - Mgmt	NA	NA	609.42	610.17	562.58	(46.84)	(47.59)
FTE - Non Mgmt	NA	NA	1,933.42	1,930.98	1,876.20	(57.22)	(54.78)
Total FTE	NA	NA	2,542.84	2,541.15	2,438.78	(104.06)	(102.37)
Authorized - Mgmt	NA	NA	643	647	634	(9)	(13)
Authorized - Non Mgmt	NA	NA	2,213	2,242	2,201	(12)	(41)
Total Authorized	NA	NA	2,856	2,889	2,835	(21)	(54)

Total Funding by Source

Major Funding Source	2002 - 03 Budget	Percent	2003 - 04 Budget	Percent
Licenses. Permits & Franchises	$210.538	0.0%	$210.538	0.0%
Fines. Forfeits & Penalties	$0	0.0%	$0	0.0%
Use of Money & Property	$30,000	0.0%	$30,000	0.0%
State Aid	$243,410,163	41.5%	$241.674.996	42.2%
Aid from Federal Govt	$0	0.0%	$253.986.895	44.4%
Charges for Services	$0	0.0%	$5.018.292	0.9%
Other Revenues	$2.595.839	0.4%	$3.959.559	0.7%
Other Financing Sources	$0	0.0%	$1.489.579	0.3%
Subtotal	$246.246.540	42.0%	$506.369.859	88.4%
County-Funded Gap	$339.920.207	58.0%	$66.257.195	11.6%
TOTAL	$586.166.747	100.0%	$572.627.054	100.0%

Departments Included:

SSA - Administration and Finance
SSA – Adult and Aging Services
SSA – Children & Family Services
SSA – Workforce and Human Services
SSA – Medi-Cal and Benefits Administration
Department of Child Support Services

Program	Total Cost	Federal Revenue	State Revenue	Fees, Grants, Realignments	County Net	Net to Total	FTE's (after VBB & final adj)	Mand. or Disc.	Served
Adult Services	**$10,193,012**	**$3,155,265**	**$2,369,148**	**$1,041,327**	**$3,627,272**	**35.6%**	**87.0**		
Public Guardian	452,038	0	0	600,000	(147,962)	-32.7%	37.0	M	1,082 cases/year
Adult Protective Services	8,979,849	3,155,265	2,369,148	441,327	3,014,109	33.6%	46.0	M	883 cases/mo
Special Circumstances/SSI out of home care	0	0	0	0	0	0.0%	0.0	M	n/a
Veteran's Services	761,125	0	0	0	761,125	100.0%	4.0	D	2,400 people/yr
In-Home Support Services	**$154,341,291**	**$64,034,352**	**$55,431,655**	**$13,559,042**	**$21,316,242**	**13.8%**	**90.1**		
IHSS Services (State & Federal Funds not appropriated)	144,016,850	59,020,889	51,737,807	13,460,854	19,797,300	13.7%	n/a	M	1,066,144 hrs of svc/mo
IHSS Assessments	9,148,779	4,546,894	3,221,318	98,188	1,282,379	14.0%	90.1	M	11,500 consumers/mo.
Public Authority	1,175,662	466,569	472,530	0	236,563	20.1%	n/a	D	n/a
Aging Services	**$6,792,396**	**$4,432,506**	**$1,435,910**	**$0**	**$923,980**	**13.6%**	**10.8**		
Dept On Aging	6,742,396	4,432,506	1,435,910	0	873,980	13.0%	10.8	M	21,503 people/yr
SOS	0	0	0	0	0	0.0%	n/a	M	n/a
Senior Services	50,000	0	0	0	50,000	100.0%	n/a	D	n/a
CalWIN	**$3,529,226**	**$0**	**$3,529,226**	**$0**	0	0.0%	**4.0**	M	n/a
CalWORKs	**$168,622,131**	**$117,783,082**	**$52,009,226**	**$3,518,564**	**-$4,688,741**	**-2.8%**	**439.2**		
Payments To Families	98,397,185	49,476,929	47,003,083	0	1,917,173	1.9%	n/a	M	38,770 people/mo
Employment & Support (eg. Trans., domestic violence asst.)	24,680,027	33,108,488	0	3,518,564	(11,947,025)	-48.4%	204.6	M	6,970 persons /mo
Child Care	23,546,412	23,546,412	0	0	0	0.0%	10.8	M	2,281 families/mo
Eligibility	13,471,509	9,324,446	0	0	4,147,063	30.8%	201.5	M	3,000 children/mo; 1,784 families/mo
Fraud	2,874,867	1,625,547	0	0	1,249,320	43.5%	12.1	M	300 cases/mo

Program	Total Cost	Federal Revenue	State Revenue	Fees, Grants, Realignments	County Net	Net to Total	FTE's (after VBB & final adj)	Mand. or Disc.	Served
Substance Abuse & Mental Health Treatment	5,006,143	0	5,006,143	0	0	0.0%	n/a	M	n/a
Cal Learn	645,988	701,260	0	0	(55,272)	-8.6%	10.2	M	175 youth/mo
Partnership Grant Program	0	0	0	0	0	0.0%	n/a	D	n/a
Food Stamps	**$77,201,326**	**$62,447,616**	**$9,009,430**	**$0**	**$5,744,280**	**7.4%**	**251.2**		
Food Coupons	49,974,206	49,974,206	0	0	0	0.0%	n/a	M	20,500 households/mo
Eligibility	27,119,744	12,159,336	8,788,621	0	6,171,787	22.8%	239.3	M	20,500 households/mo
Fraud	107,376	314,074	220,809	0	(427,508)	-398.1%	11.9	M	33 cases/mo
General Assistance	**$21,081,876**	**$0**	**$1,911,080**	**$0**	**$19,170,796**	**90.9%**	**60.4**		
GA Payments	13,952,602	0	1,447,695	0	12,504,907	89.6%	n/a	M/D	3,400 cases/mo
Eligibility	$4,950,403	0	0	0	4,950,403	100.0%	34.5	M	3,400 cases/mo
Assessment and Advocacy-Disabled Adults	0	0	0	0	0	0.0%	25.4	D	450 SSI app's approved/year
Community Housing and Shelter Services	1,573,338	0	463,385	0	1,109,953	70.5%	n/a	M/D	n/a
Fraud	605,533	0	0	0	605,533	100.0%	0.5	M	23 cases/mo
GA / Food Stamps Employment Services	**$2,432,275**	**$949,961**	**$0**	**$0**	**$1,482,314**	**60.9%**	**35.7**	**D**	1,692 cases/mo
Medi-Cal Eligibility	**$49,008,680**	**$43,375,952**	**$2,796,364**	**$0**	**$2,836,364**	**5.8%**	**413.2**	**M**	63,000 families/mo
Refugee Cash Assistance	**$374,225**	**$374,225**	**$0**	**$0**	**$0**	**0.0%**	**1.0**		
RCA Payments	191,694	191,694	0	0	0	0.0%	n/a	M	59 cases/mo
Eligibility	182,531	182,531	0	0	0	0.0%	1.0	M	59 cases/mo

Program	Total Cost	Federal Revenue	State Revenue	Fees, Grants, Realignments	County Net	Net to Total	FTE's (after VBB & final adj)	Mand. or Disc.	Served
Cash Assistance Program for Immigrants (CAPI)	**$299,624**	**$0**	**$299,624**	**$0**	**$0**	**0.0%**	**1.7**	**M**	72 applications/mo
Refugee Employment Services	**$926,160**	**$922,160**	**$0**	**$0**	**$4,000**	**0.4%**	**3.5**	**D**	150 served/mo
Workforce Investment Board	**$9,137,098**	**$0**	**$9,137,098**	**$0**	**$0**	**0.0%**	**41.1**		
Workforce Investment Act	9,137,098	0	9,137,098	0	0	0.0%	41.1	D	100 people/mo
ACAP	0	0	0	0	0	0.0%	n/a	D	n/a
Dept of Education Child Care Grant	**$1,112,426**	**$0**	**$962,682**	**$0**	**$149,744**	**13.5%**	**0.0**	**D**	168 children/yr
Child Welfare Services	**$70,187,525**	**$43,616,084**	**$19,584,602**	**$2,920,569**	**$4,066,270**	**5.8%**	**603.6**		
Child Welfare Services and Mo Visits/Grp Home-CWD	61,254,462	39,948,632	15,987,011	2,433,728	2,885,091	4.7%	563.6	M	**
Family Preservation	3,895,396	1,257,203	1,846,735	0	791,458	20.3%	27.3	M	300 families/year
Independent Living Program/Emancipated Youth Stipend	2,206,361	1,242,978	906,802	0	56,581	2.6%	10.9	D	1,100 children/yr
Family Support Services (PSSF)	454,633	454,633	0	0	0	0.0%			
CARI (Options For Recovery)	474,341	113,154	252,830	0	108,357	22.8%	1.7	D	440 children/yr
Child Abuse Prevention Contracts	920,595	0	394,122	486,841	39,632	4.3%	n/a	D	1,300 children/yr
Foster Parent Recruitment	93,281	55,972	37,312	0	(3)	0.0%	n/a	D	
Kinship support & Kinship & F.C. Emergency	557,881	338,378	159,790	0	59,713	0.0%	n/a	D	
Kin-GAP	330,575	205,134	0	0	125,441	0.0%	n/a	M	262 children/mo avg

Program	Total Cost	Federal Revenue	State Revenue	Fees, Grants, Realignments	County Net	Net to Total	FTE's (after VBB & final adj)	Mand. or Disc.	Served
Adoptions	**$17,144,686**	**$7,853,148**	**$6,687,325**	**$544,322**	**$2,059,891**	**12.0%**	**37.3**		
Adoptions Program							34.5	D	275 adoptions/yr
Adoptions Assistance Payments	13,319,408	5,895,537	5,567,903	394,322	1,461,646	11.0%	n/a	M	1,629 children/mo
Adoptions Assistance Eligibility	3,825,278	1,957,611	1,119,422	150,000	598,245	15.6%	2.8	M	1,629 children/mo
Out-Of-Home Placement	**$104,125,090**	**$29,937,091**	**$30,574,215**	**$31,569,986**	**$12,043,798**	**11.6%**	**59.1**		
SSA Foster Care Payments	67,702,628	23,407,702	18,192,366	31,569,986	(5,467,426)	-8.1%	n/a	M	3,316 children/mo
Probation Foster Care Payments	15,618,574	2,653,635	4,965,104	0	7,999,835	51.2%	n/a	M	240 children/mo
Foster Care Eligibility	6,799,259	3,412,341	1,838,478	0	1,548,440	22.8%	45.9	M	3,249 children/mo
Foster Care Licensing	1,128,170	463,413	400,891	0	263,866	23.4%	13.2	M	953 children capacity
Emergency Assistance Payments	3,806,514	0	2,664,560	0	1,141,954	30.0%	n/a	M	100 children/mo
Foster Care Intensive Services	537,971	0	0	0	537,971	100.0%	n/a	M	
Behavioral Care SED Payments	6,334,755	0	2,512,816	0	3,821,939	60.3%	n/a	M	49 children/mo
Care of Court Wards	2,197,219	0	0	0	2,197,219	100.0%	n/a	M	150 children/mo
Domestic Violence – Marriage License Fees	**$280,000**	**$0**	**$0**	**$280,000**	**$0**	**0.0%**	**0.0**	**D**	1,400 individuals & families/mo
Emergency Food & Shelter Services	**$2,743,084**	**$130,087**	**$306,087**	**$107,872**	**$2,199,038**	**80.2%**	**0.0**	**D**	33,350 meals/mo & 489 beds/night
Value of Services Delivered	**$699,532,131**	**$379,011,529**	**$196,043,672**	**$53,541,682**	**$70,935,247**	**10.1%**	**2,138.7**		
Adjustments	**($159,727,978)**	**($105,238,756)**	**($48,211,170)**	**$0**	**($6,278,052)**	**3.9%**			
Food Stamp Coupons	(49,974,206)	(49,974,206)			0	0.0%		M	
IHSS State and Federal Share	(103,475,720)	(55,264,550)	(48,211,170)	0	0	0.0%		M	

Program	Total Cost	Federal Revenue	State Revenue	Fees, Grants, Realignments	County Net	Net to Total	FTE's (after VBB & final adj)	Mand. or Disc.	Served
County-wide indirect costs less equity transfers	(6,278,052)				(6,278,052)	100.0%		M/D	
Social Services Agency	**$539,804,153**	**$273,772,774**	**$147,832,502**	**$53,541,682**	**$64,657,195**	**12.0%**	**2,138.7**		

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
PUBLIC ASSISTANCE								
Children & Family Services								
14th Street Medical Group, Inc.	50,220			0			50,220	0
Alameda County Youth Development, Inc.	50,778			0			50,778	0
Bananas, Inc.	508,624			0	9,996		518,620	9,996
Building Futures with Women And Children	25,000			0			25,000	0
Calico Center	65,550			0			65,550	0
Chabot Las Positas Community College	40,000			0			40,000	0
Chabot Las Positas Community College	656,250			0			656,250	0
Chabot Las Positas Community College	90,000			0	9,000		99,000	9,000
Child Care Links	133,453			0	2,640		136,093	2,640
Children's Hospital - Oakland	12,000			0			12,000	0
Children's Hospital - Oakland	43,000			0			43,000	0
Children's Hospital - Oakland	31,193			0			31,193	0
Children's Hospital - Oakland	81,960			0			81,960	0
Children's Hospital - Oakland	5,540			0			5,540	0
Community Child Care Coord Council Alaco	133,453			0	2,640		136,093	2,640
Community Task Force On Homes For Children	39,750			0	(1,987)		37,763	(1,987)
Davis Street Community Center, Inc.	69,000			0			69,000	0
East Bay Agency For Children	53,544			0			53,544	0
Eden I & R, Inc.	70,000			0	(12,000)		58,000	(12,000)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Emergency Shelter Program	25,000			0		(25,000)	0	(25,000)
Family Emergency Shelter Coalition	29,164			0			29,164	0
Family Support Services of the Bay Area	54,740			0			54,740	0
Family Support Services of the Bay Area	89,550			0		(17,910)	71,640	(17,910)
Family Support Services of the Bay Area	102,900			0			102,900	0
Family Support Services of the Bay Area	350,000			0		(87,500)	262,500	(87,500)
First Place Fund for Youth	75,000			0			75,000	0
Flex Care Consortium, Lincoln Child Center	350,000			0		(87,500)	262,500	(87,500)
Kairos Unlimited, Inc.	310,000			0	159,691		469,691	159,691
Kairos Unlimited, Inc.	450,000			0	(450,000)		0	(450,000)
Kairos Unlimited, Inc.	75,547			0		(75,547)	0	(75,547)
La Cheim School, Inc.	55,376			0			55,376	0
La Clinica De La Raza	67,697			0			67,697	0
Parental Stress Services, Inc.	69,000			0			69,000	0
Parental Stress Services, Inc.	90,000			0			90,000	0
Pivotal Point Youth Svc., Inc.	69,000			0			69,000	0
Pleasanton Unified School District	65,168			0			65,168	0
Real Alternatives for Adolescents, Inc.	61,560			0	(61,560)		0	(61,560)
SAVE	69,000			0			69,000	0
Southern Alameda County Comite For Raza	69,000			0			69,000	0
Tri-City Homeless Coalition	75,000			0			75,000	0
Valley Community Health Center	65,578			0			65,578	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	**FY 2002-03 Contract Amount**	**FY 2002-03 Annualized COLA**	**FY 2003-04 Proposed COLA**	**Total COLA**	**Other Adjust.**	**VBB Adjust.**	**FY 2003-04 Contract Amount**	**Change from FY 2002-03 Contract**
Various Child Care Contracts (GAPP Contracts)	168,276			0	3,600		171,876	3,600
West Oakland Health Council, Inc.	144,472			0			144,472	0
Total – Children & Family Services	5,140,343	0	0	0	(337,980)	(293,457)	4,508,906	(631,437)
CalWORKs								
African American CalWORKs Coalition (OPTIONS)	30,000			0		(30,000)	0	(30,000)
African American CalWORKs Coalition (OPTIONS)	90,000			0		(90,000)	0	(90,000)
African American CalWORKs Coalition (OPTIONS)	303,478			0		(78,904)	224,574	(78,904)
African Immigrant & Refugee Resource Ctr	79,155			0		(24,155)	55,000	(24,155)
Alameda County Workforce Investment Board	87,500			0		0	87,500	0
Alameda Health Consortium	97,095			0			97,095	0
Allied Fellowship Service, Inc.	75,000			0		(75,000)	0	(75,000)
Asians for Job Opportunities In The Bay	200,000			0		(52,000)	148,000	(52,000)
Asians for Job Opportunities In The Bay	82,203			0		(82,203)	0	(82,203)
Building Opportunities for Self-Sufficiency	143,000			0		(37,180)	105,820	(37,180)
California State University Hayward Foundation	50,000			0		(13,000)	37,000	(13,000)
Catholic Charities	140,000			0	(60,000)	(80,000)	0	(140,000)
Catholic Charities	53,000			0		(13,780)	39,220	(13,780)
Chabot Las Positas Community College	46,000			0		(11,960)	34,040	(11,960)
Chabot Las Positas Community College	90,000			0		(33,205)	56,795	(33,205)
Cheryl L. Dockery (Computers & You)	82,500			0	(31,087)	(51,413)	0	(82,500)
Child Care Links	16,515,578			0	2,984,422	0	19,500,000	2,984,422
City Of Fremont	79,413			0		(79,413)	0	(79,413)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Community Child Care Coord Council Alaco	5,848,717			0	4,112,358	0	9,961,075	4,112,358
Davis Street Community Center, Inc.	160,000			0		(41,600)	118,400	(41,600)
East Bay Asian Local Development Corp	151,240			0	(151,240)	0	0	(151,240)
East Bay Community Law Center	248,886			0		(173,886)	75,000	(173,886)
East Bay Vietnamese Assn., Inc.	100,000			0		(26,000)	74,000	(26,000)
Eden Council For Hope & Opportunity	279,395			0	0	(279,395)	0	(279,395)
Eden Youth Center	100,000			0		0	100,000	0
Family Support Services of The Bay Area	210,298			0		(210,298)	0	(210,298)
Family Violence Law Center	200,000			0		(52,000)	148,000	(52,000)
Family Violence Law Center	250,000			0		(65,000)	185,000	(65,000)
Filipinos For Affirmative Action	1,000			0		(1,000)	0	(1,000)
Fremont-Newark Community College District	75,000			0		(34,432)	40,568	(34,432)
Goodwill Industries	220,000			0		(57,200)	162,800	(57,200)
Housing Authority of Alameda County	60,000			0		(60,000)	0	(60,000)
International Institute of Alameda Co	55,000			0		(55,000)	0	(55,000)
Jobs Consortium	130,000			0		(33,800)	96,200	(33,800)
Jobs Consortium	117,738			0		(30,612)	87,126	(30,612)
Language Line Services	50,000			0		0	50,000	0
Lao Family Community Development, Inc.	294,840			0		(219,840)	75,000	(219,840)
Life Skills, Inc.	273,338			0		(198,338)	75,000	(198,338)
Northern California Community Development	325,000			0		(84,500)	240,500	(84,500)
Nutronics, Inc.	65,000			0		(65,000)	0	(65,000)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Oakland Business Development Corp.	70,000			0		(70,000)	0	(70,000)
Oakland Private Sector Corp.	671,784			0		0	671,784	0
Oakland Private Sector Corp.	131,250			0		(34,125)	97,125	(34,125)
Peralta Community College District	50,000			0		(50,000)	0	(50,000)
Peralta Community College District	736,500			0		(22,512)	713,988	(22,512)
Perinatal Council	273,000			0		(198,000)	75,000	(198,000)
Perinatal Council	258,000			0	87,000	0	345,000	87,000
Project Transition Inc	450,000			0		(117,000)	333,000	(117,000)
Regional Technical Training Ctr.	100,000			0		(100,000)	0	(100,000)
Regional Technical Training Ctr.	136,793			0		(35,566)	101,227	(35,566)
Spanish Speaking Citizens Foundation	4,000			0		(4,000)	0	(4,000)
Spanish Speaking Unity Council	0			0	151,240	(39,322)	111,918	111,918
The Fisher Foundation	18,000			0		(18,000)	0	(18,000)
Tiburcio Vasquez Health Center, Inc.	53,000			0		(5,000)	48,000	(5,000)
Tri-City Homeless Coalition	43,860			0		(11,537)	32,323	(11,537)
Unallocated Demonstration Contract-To Be Bid	0			0		200,000	200,000	200,000
Unallocated Training Contracts-To Be Bid	0			0		1,350,199	1,350,199	1,350,199
Unallocated Training Contracts-To Be Bid	0			0		100,000	100,000	100,000
Vallecitos CET Inc.	146,880			0		(38,189)	108,691	(38,189)
Women's Economic Agenda Project	50,000			0		(50,000)	0	(50,000)
Women's Economic Agenda Project	54,000			0		(54,000)	0	(54,000)
Women's Economic Agenda Project	160,000			0		(160,000)	0	(160,000)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	**FY 2002-03 Contract Amount**	**FY 2002-03 Annualized COLA**	**FY 2003-04 Proposed COLA**	**Total COLA**	**Other Adjust.**	**VBB Adjust.**	**FY 2003-04 Contract Amount**	**Change from FY 2002-03 Contract**
Women's Employment Resources Corp.	200,000			0	(100,000)		100,000	(100,000)
Women's Foundation	300,000			0		(300,000)	0	(300,000)
Women's Initiative for Self Employment	68,175			0		(68,175)	0	(68,175)
Work Income Family Economic Support	10,000			0		(10,000)	0	(10,000)
Young Women's Christian Assn of Oakland	125,000			0		(32,500)	92,500	(32,500)
Total - CalWORKs	31,569,616	0	0	0	6,992,693	(2,207,841)	36,354,468	4,784,852
Adult Services								
Bay Area Community Services, Inc.	80,000			0			80,000	0
City of Fremont	50,000			0		0	50,000	0
Eden I & R, Inc.	8,000	67	269	336			8,336	336
Eden I & R, Inc.	20,000			0			20,000	0
Legal Assistance for Seniors, Inc.	130,961	1,091	4,402	5,493			136,454	5,493
Legal Assistance for Seniors, Inc.	80,000			0			80,000	0
Trilogy Integrated Resources	72,000			0			72,000	0
Unallocated	198,698			0	(198,698)		0	(198,698)
Total – Adult Services	639,659	1,158	4,671	5,829	(198,698)	0	446,790	(192,869)
Area Agency on Aging								
Afghan Elderly Association	3,855			0			3,855	0
Alzheimers Services of The East Bay	69,221			0			69,221	0
Alzheimers Services of The East Bay	107,916			0			107,916	0
Alzheimers Services of The East Bay	151,461			0			151,461	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	**FY 2002-03 Contract Amount**	**FY 2002-03 Annualized COLA**	**FY 2003-04 Proposed COLA**	**Total COLA**	**Other Adjust.**	**VBB Adjust.**	**FY 2003-04 Contract Amount**	**Change from FY 2002-03 Contract**
Bay Area Community Services, Inc.	69,747	0	0	0			69,747	0
Bay Area Community Services, Inc.	952,984			0			952,984	0
Bay Area Community Services, Inc.	22,424			0	(243)		22,181	(243)
Catholic Charities	31,476			0			31,476	0
Catholic Charities	7,573			0	(7,573)		0	(7,573)
City of Alameda	23,886			0			23,886	0
City of Albany	17,903			0			17,903	0
City of Berkeley	47,034			0			47,034	0
City of Berkeley	31,476			0			31,476	0
City of Berkeley	39,853			0			39,853	0
City of Emeryville	32,625			0			32,625	0
City of Fremont	25,375			0			25,375	0
City of Fremont	53,958			0			53,958	0
City of Oakland	40,795			0			40,795	0
City of Oakland	37,868			0	(37,868)		0	(37,868)
City of Oakland	225,797			0	3,182		228,979	3,182
City of Oakland	70,142			0	(70,142)		0	(70,142)
Crisis Support Services	17,763			0			17,763	0
Direct Service Title III/B	0			0	252,987		252,987	252,987
East Bay Korean-American Senior	17,582			0			17,582	0
East Bay Korean-American Senior	25,782			0			25,782	0
Family Bridges, Inc.	79,725			0			79,725	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Family Caregiver Alliance	80,937			0			80,937	0
Family Support Services of the Bay Area	44,965			0			44,965	0
Hayward Area Recreation and Park District	22,940			0			22,940	0
Hospital Committee for Livermore	159,728			0			159,728	0
Japanese American Services of the East	30,500			0			30,500	0
Japanese American Services of the East	26,979			0			26,979	0
Korean Community Center of the East Bay	15,512			0			15,512	0
Legal Assistance for Seniors, Inc.	194,459			0	(27,439)		167,020	(27,439)
Life Eldercare, Inc.	16,443			0			16,443	0
Life Eldercare, Inc.	55,376			0			55,376	0
Lifelong Medical Care	25,000			0			25,000	0
Lifelong Medical Care	95,372			0	270		95,642	270
Mercy Retirement and Care Center	113,669			0			113,669	0
Mercy Retirement and Care Center	22,159			0	(22,159)		0	(22,159)
New Light Senior Citizens, Inc.	7,529			0			7,529	0
North Oakland Parish, Inc.	10,000			0			10,000	0
Ombudsman, Inc.	229,592			0	4,063		233,655	4,063
Regents of the University of California	296,603			0			296,603	0
Service Opportunity for Seniors	278,413	403	4,035	4,438			282,851	4,438
Seton Senior Center	20,706			0			20,706	0
Spanish Speaking Unity Council	42,237			0			42,237	0
Spectrum Community Services	25,984			0			25,984	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Spectrum Community Services	262,007			0			262,007	0
Spectrum Community Services	44,966			0			44,966	0
Spectrum Community Services	172,967			0	34,037		207,004	34,037
St. Mary's Center	57,256			0			57,256	0
St. Peter's Community Adult Day Care	55,070			0			55,070	0
Tides Center	10,000			0			10,000	0
Tri-Valley Community Foundation	22,990			0			22,990	0
Tri-Valley Community Foundation	26,979			0			26,979	0
Tri-Valley Community Foundation	70,603			0			70,603	0
Unallocated Title IIIB	0			0	193,236		193,236	193,236
USDA/Various Contractors	366,779			0	109,026		475,805	109,026
Total – Area Agency on Aging	5,108,941	403	4,035	4,438	431,377	0	5,544,756	435,815
Public Authority for IHSS								
Bay Area Community Services, Inc.	89,589			0			89,589	0
Center for Independent Living	62,588			0	2,314		64,902	2,314
Coalition for Elders Independence Inc	67,500			0			67,500	0
Community Resources for Independent Living	41,536			0	3,317		44,853	3,317
Family Bridges, Inc.	41,868			0			41,868	0
Life Eldercare, Inc.	57,603			0	2,899		60,502	2,899
Nightingale Nursing	120,000			0	(40,000)		80,000	(40,000)
Spectrum Community Services	52,407			0	(49,407)		3,000	(49,407)
Tri-Valley Community Foundation	50,820			0	4,271		55,091	4,271

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Total – Public Authority for IHSS	583,911	0	0	0	(76,606)	0	507,305	(76,606)
General Assistance								
Alameda County Homeless Action Center	63,000	525	2,118	2,643			65,643	2,643
Allied Fellowship Service, Inc.	254,543	2,121	8,555	10,677			265,220	10,677
Building Opportunities for Self-Sufficiency	101,818	848	3,422	4,271			106,089	4,271
Cornerstone Community Development Corp	43,637	364	1,467	1,830			45,467	1,830
East Bay Community Law Center	25,000			0			25,000	0
East Bay Conservation Corps	79,936	666	2,687	3,353			83,289	3,353
East Oakland Community Project	399,996	3,333	13,444	16,778			416,774	16,778
Human Outreach Agency	145,453	1,212	4,889	6,101			151,554	6,101
Jobs Consortium	65,179	543	2,191	2,734			67,913	2,734
Operation Dignity	26,259	219	883	1,101			27,360	1,101
Total – General Assistance	1,204,821	9,832	39,655	49,487	0	0	1,254,308	49,487
Community Projects								
Alameda County Community Food Bank	771,143	6,426	25,919	32,345			803,488	32,345
Berkeley Food & Housing Project	191,166	1,593	6,425	8,018			199,184	8,018
Berkeley Food & Housing Project	63,413	528	2,131	2,660			66,073	2,660
Building Opportunities for Self-Sufficiency	195,453	1,629	6,569	8,198			203,651	8,198
City of Oakland	250,000	2,083	8,403	10,486			260,486	10,486
Cornerstone Community Development Corp	108,638	905	3,651	4,557			113,195	4,557
Cornerstone Community Development Corp	84,868	707	2,853	3,560			88,428	3,560

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Davis Street Community Center, Inc.	78,380	653	2,634	3,288			81,668	3,288
Downs Memorial Community Development	52,517	438	1,765	2,203			54,720	2,203
East Oakland Switchboard	120,741	1,006	4,058	5,064			125,805	5,064
Emergency Services Network	31,640	264	1,063	1,327			32,967	1,327
Emergency Shelter Program	152,307	1,269	5,119	6,388			158,695	6,388
Family Emergency Shelter Coalition	43,818	365	1,473	1,838			45,656	1,838
First African Methodist Episcopal Church	39,340	328	1,322	1,650			40,990	1,650
SAVE	36,787	307	1,236	1,543			38,330	1,543
Salvation Army	141,948	1,183	4,771	5,954			147,902	5,954
Travelers Aid Society of Alameda Co., Inc.	122,637	1,022	4,122	5,144			127,781	5,144
Tri-City Homeless Coalition	127,852	1,065	4,297	5,363			133,215	5,363
Tri-City Volunteers, Inc.	124,207	1,035	4,175	5,210			129,417	5,210
Tri-Valley Haven for Women, Inc.	61,000	508	2,050	2,559			63,559	2,559
Tri-Valley Haven for Women, Inc.	101,210	843	3,402	4,245			105,455	4,245
Women's Refuge	137,462	1,146	4,620	5,766			143,228	5,766
Total – Community Projects	3,036,527	25,304	102,061	127,365	0	0	3,163,892	127,365
Workforce Investment Board								
Alameda County Office of Education	50,000			0			50,000	0
Chabot Las Positas Community College	310,000			0	210,000		520,000	210,000
City of Berkeley	350,000			0	(150,000)		200,000	(150,000)
City of Berkeley	250,000			0	(250,000)		0	(250,000)
City of Richmond	0			0	300,000		300,000	300,000

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Fremont-Newark Community College District	615,000			0	585,000		1,200,000	585,000
Oakland Private Sector Corp.	300,000			0	900,000		1,200,000	900,000
Peralta Community College District	210,000			0	230,000		440,000	230,000
Tri-City Health Center	187,000			0	(187,000)		0	(187,000)
Vallecitos CET, Inc.	390,000			0	(390,000)		0	(390,000)
Vallecitos CET, Inc.	97,000			0	(22,000)		75,000	(22,000)
Veterans Assistance Center, Inc.	25,000			0	100,000		125,000	100,000
Total – Workforce Investment Board	2,784,000	0	0	0	1,326,000	0	4,110,000	1,326,000
Refugee Employment								
American Viet League	70,000			0	(70,000)		0	(70,000)
American Viet League	7,000			0	(7,000)		0	(7,000)
American Viet League	30,000			0	(30,000)		0	(30,000)
Bay Area Immigrant & Refugee Services	25,000			0	2,000		27,000	2,000
Bay Area Immigrant & Refugee Services	6,000			0	2,000		8,000	2,000
Cambodian Community Development	15,000			0	5,000		20,000	5,000
Catholic Charities	7,000			0	1,000		8,000	1,000
Catholic Charities	80,000			0			80,000	0
East Bay Vietnamese Assn., Inc.	90,000			0			90,000	0
East Bay Vietnamese Assn., Inc.	11,385			0	1,314		12,699	1,314
East Bay Vietnamese Assn., Inc.	38,768			0	6,500		45,268	6,500
East Bay Vietnamese Assn., Inc.	31,587			0			31,587	0
International Rescue Committee	15,000			0	5,000		20,000	5,000

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Jewish Family & Children Services of The East Bay	7,000			0	2,500		9,500	2,500
Jewish Family & Children Services of The East Bay	29,275			0	2,000		31,275	2,000
Lao Family Community Development, Inc.	75,000			0			75,000	0
Lao Family Community Development, Inc.	23,000			0	735		23,735	735
Lao Family Community Development, Inc.	29,275			0	7,000		36,275	7,000
Lao Family Community Development, Inc.	7,000			0	2,500		9,500	2,500
Total – Refugee Employment	597,290	0	0	0	(69,451)	0	527,839	(69,451)
Other Public Assistance								
Eden I & R, Inc.	17,000			0			17,000	0
Legal Assistance for Seniors, Inc.	100,500			0			100,500	0
Total – Other Public Assistance	117,500	0	0	0	0	0	117,500	0
Total Public Assistance	50,782,609	36,697	150,422	187,119	8,067,335	(2,501,298)	56,535,765	5,753,156

SOCIAL SERVICES AGENCY– ADMINISTRATION AND FINANCE

Chet P. Hewitt
Agency Director

Financial Summary

Social Services Administration	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	66,323,158	33,333,867	(3,341,693)	275,734	30,267,908	(36,055,250)	-54.4%
Revenue	544,046	544,046	0	0	544,046	0	0.0%
Net	65,779,112	32,789,821	(3,341,693)	275,734	29,723,862	(36,055,250)	-54.8%
FTE - Mgmt	160.83	172.75	(16.25)	2.25	158.75	(2.08)	-1.3%
FTE - Non Mgmt	149.23	143.40	(7.92)	(0.17)	135.31	(13.92)	-9.3%
Total FTE	310.06	316.15	(24.17)	2.08	294.06	(16.00)	-5.2%

MISSION STATEMENT

To provide employees and Departments with resources and services which enable them all to achieve the Agency's mission.

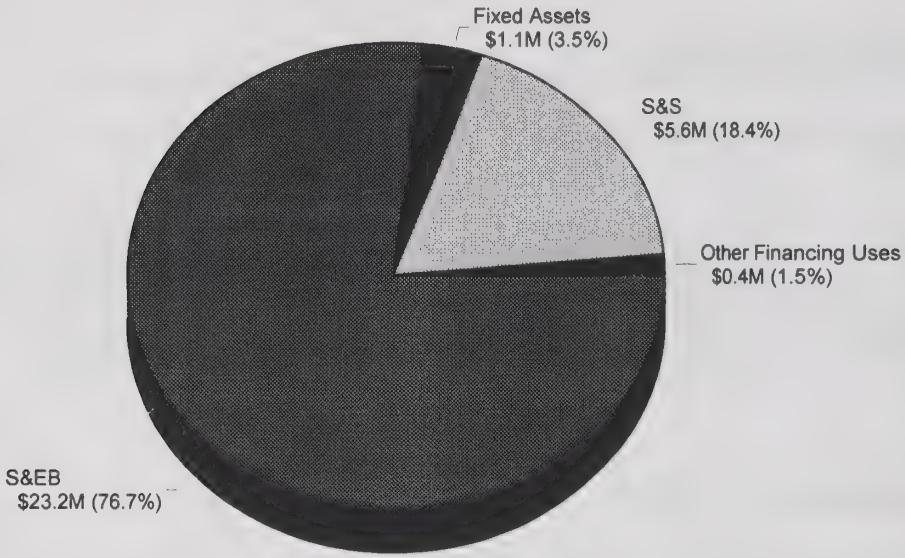
MANDATED SERVICES

Provide welfare administration services including, but not limited to, the preparation of claims for reimbursement, oversight of the distribution of assistance payments to clients, assistance with State and federal audits, and provision of welfare fraud prevention services.

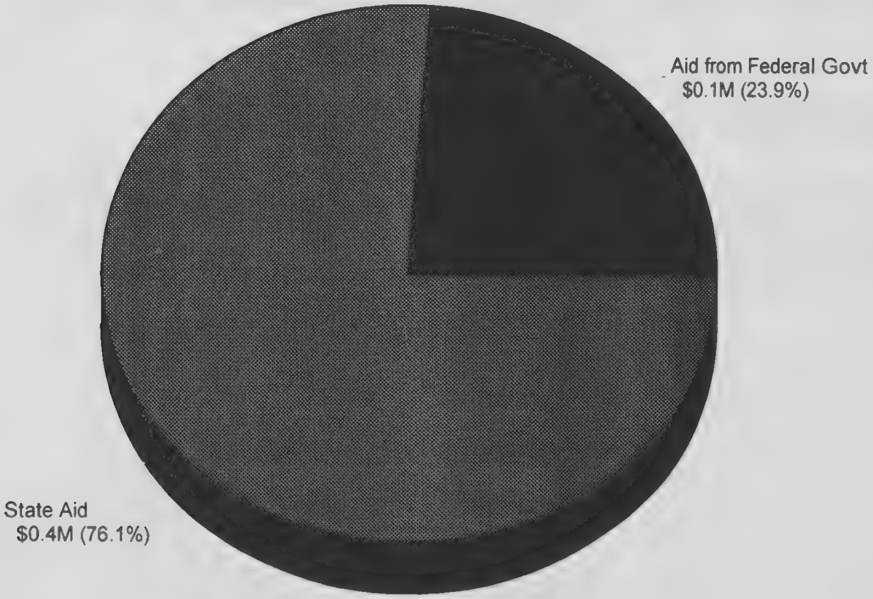
DISCRETIONARY SERVICES

Provide administrative support services including strategic planning services, human resource management services, planning, evaluation & research services, and other administrative support.

Total Appropriation by Major Object



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 316.15 full-time equivalent positions at a net county cost of $32,789,821. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost decrease of $32,989,291 and an increase of 6.09 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**66,323,158**	**544,046**	**65,779,112**	**310.06**
Salary & Benefit COLA increase	898,002	0	898,002	0.00
Retirement contribution increase	1,230,517	0	1,230,517	0.00
Reclassification/transfer of positions	639,465	0	639,465	6.09
Internal Service Fund adjustments	(589,941)	0	(589,941)	0.00
Technical adjustment to align program expenditures and revenues with operations	(35,117,918)	0	(35,117,918)	0.00
Decrease in Services & Supplies costs	(49,416)	0	(49,416)	0.00
Subtotal MOE Changes	**(32,989,291)**	**0**	**(32,989,291)**	**6.09**
2003-04 MOE Budget	**33,333,867**	**544,046**	**32,789,821**	**316.15**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**33,333,867**	**544,046**	**32,789,821**	**316.15**
Reduce Welfare Fraud program	(1,206,879)	0	(1,206,879)	(12.25)
Reduce Agency administrative staff and services	(1,997,949)	0	(1,997,949)	(11.92)
Reduce ISF charges based on GSA reductions	(43,973)	0	(43,973)	0.00
Reduce ISF charges based on ITD reductions	(22,812)	0	(22,812)	0.00
Reduce Risk Management and Workers Compensation charges	(70,080)	0	(70,080)	0.00
Subtotal VBB Changes	**(3,341,693)**	**0**	**(3,341,693)**	**(24.17)**
2003-04 Proposed Budget	**29,992,174**	**544,046**	**29,448,128**	**291.98**

Service Impacts

- Welfare Fraud activities will be reduced by approximately 25 percent, resulting in decreased fraud prevention activities. Of the total welfare fraud reduction, approximately 15 percent will impact the District Attorney's Welfare Fraud Unit.

- Reductions in full-time equivalent positions in Agency administration will reduce accounting, office administration, personnel support, training and information technology support for operating departments. In addition, contracted training services for staff will be reduced by half.

- Fewer children and families will gain access to Supplemental Security Income (SSI) services as a result of reductions in contractual support.

The Proposed Budget includes funding for 291.98 full-time equivalent positions at a net county cost of $29,448,128.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Agency Administration and Finance budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**29,992,174**	**544,046**	**29,448,128**	**291.98**
Reclassification/transfer of positions	275,734	0	275,734	2.08
Subtotal Board/Final Changes	**275,734**	**0**	**275,734**	**2.08**
2003-04 Approved Budget	**30,267,908**	**544,046**	**29,723,862**	**294.06**

The Final Budget includes funding for 294.06 full-time equivalent positions at a net county cost of $29,723,862.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 294.06 full-time equivalent positions at a net county cost of $29,723,862.

MAJOR SERVICE AREAS

The Department provides operational support and ensures program integrity. Major divisions include:

FINANCE AND OFFICE SUPPORT

Finance and Office Support is responsible for developing and administering the Agency's budget, processing contracts, providing agency-wide contract training, preparing claims for reimbursement from funding sources, overseeing the distribution of assistance payments to clients, procurement, mailroom services, public service lines, and records retention.

INFORMATION SERVICES

Information Services is responsible for developing, managing, and maintaining the Agency's network systems. This includes managing Internet and Intranet development, coordinating upgrades to the Agency's mainframe Case Data System (CDS), and providing leadership in development of new systems and services.

HUMAN RESOURCES

Human Resources is responsible for providing comprehensive human resources and personnel services for the Agency. This includes payroll, recruiting, testing, and hiring Agency staff; providing advice, consultation, and leadership on employee relations and labor relations issues; managing employee health and wellness, safety, and worker's compensation programs; and employee benefit matters.

STAFF DEVELOPMENT

Staff Development is responsible for developing, implementing, and managing a comprehensive program for all departments in Social Services. This includes program specific training as well as agency-wide career development, and training including: civil rights and diversity, customer service, health and safety, computers and technology, new employee orientation, personal and professional employee development, and supervisory, management, and leadership development.

WELFARE FRAUD PREVENTION DIVISION

Welfare Fraud Prevention Division is responsible for preventing welfare fraud and monitoring program integrity. This includes Income and Eligibility Verification System (IEVS) Review and Overpayment/Overissuance processing, IEVS Investigations, Fraud Early Detection (FRED) Investigations, Appeals, and Appeals Compliance. These units reduce the incidence of fraud and protect the rights of clients.

Goals:

To maximize resources for flexible service delivery;

To reinforce principles of continuous improvement through program planning, evaluation, research, and customer feedback programs;

To develop communication systems to support better information-sharing and dialogue between administration, employees, recipients, and community partners;

To provide computer network and automated case management systems to support direct service delivery and management information;

To competitively recruit, hire, and retain an effective workforce;

To ensure an effective personal and professional development program for employees;

To promote diversity within the Agency; and

To ensure program integrity and accountability.

Objectives:

Finance

- Work with program staff to align expenditures with revenues.
- Develop new accounting system to track claims, payment, and account receivables.
- Train new and existing staff on contract development and invoice processing.
- Upgrade agency-wide contracts databases.

Information Services

- Development of Web-based systems and services including on-line program practice guides.
- Continue upgrading the agency's expanded computer network and communications technology to allow staff to effectively use CWS/CMS, ALCOLINK, e-mail, Intranet communications and Internet services.
- Continue development of the CalWIN implementation and change management plan.
- Continue development of the agency-wide Intranet system to improve communication and information retrieval including monitoring and evaluation for tracking and accountability.
- Implement a secure remote access computer network to allow community partners and management staff to access necessary information.

Human Resources

- Evaluate and realign staff roles and responsibilities resulting from implementation of ALCOLINK HRMS.
- Bring up to date and maintain position control data. Review and revise reports and queries to provide the position control information to the departments.
- Continue partnership with CalWIN project to develop new strategies for effectively attracting applicants and employees in line with the requirements of the CalWIN systems implementation by February 2005.

Staff Development

- Incorporate program and technical training into consolidated staff development.
- Implement a learning agenda for all management staff including senior management which emphasizes leadership and organizational development principles.
- Implement a revised training curriculum which reflects the findings from the agency-wide needs assessment.
- Implement an intern training program which includes all levels from high school to graduate study.

Facilities

- Identify a long-term strategy for opening a Self-Sufficiency Center in North County.

Welfare Fraud Prevention Division

- Continue to ensure speedy benefits verification and reconciliation.
- Continue efforts to reduce caseload backlog.
- Continue efforts to enhance program integrity throughout the agency.
- Continue efforts to reduce welfare fraud in Alameda County.

Budget Units Included:

10000-320100-30000 Welfare Administration	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	19,773,395	23,738,137	22,232,209	25,025,318	23,206,555	974,346	(1,818,763)
S&S	31,989,663	38,203,779	42,595,023	6,812,623	5,565,427	(37,029,596)	(1,147,196)
Fixed Assets	1,136,446	414,058	1,051,073	1,051,073	1,051,073	0	0
Other Financing Uses	616,938	527,293	444,853	444,853	444,853	0	0
Net Appropriation	53,516,442	62,883,267	66,323,158	33,333,867	30,267,908	(36,055,250)	(3,065,959)
Financing							
Revenue	(44,114)	186,163	544,046	544,046	544,046	0	0
Total Financing	(44,114)	186,163	544,046	544,046	544,046	0	0
Net County Cost	53,560,556	62,697,104	65,779,112	32,789,821	29,723,862	(36,055,250)	(3,065,959)
FTE - Mgmt	NA	NA	160.83	172.75	158.75	(2.08)	(14.00)
FTE - Non Mgmt	NA	NA	149.23	143.40	135.31	(13.92)	(8.09)
Total FTE	NA	NA	310.06	316.15	294.06	(16.00)	(22.09)
Authorized - Mgmt	NA	NA	168	179	172	4	(7)
Authorized - Non Mgmt	NA	NA	162	157	151	(11)	(6)
Total Authorized	NA	NA	330	336	323	(7)	(13)

SOCIAL SERVICES AGENCY–ADULT AND AGING SERVICES

Linda Kretz
Assistant Agency Director

Financial Summary

SSA Adult & Aging Services	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	55,037,533	65,674,797	(456,184)	0	65,218,613	10,181,080	18.5%
Revenue	38,294,487	41,542,157	441,327	0	41,983,484	3,688,997	9.6%
Net	16,743,046	24,132,640	(897,511)	0	23,235,129	6,492,083	38.8%
FTE - Mgmt	32.75	32.75	(0.92)	(0.00)	31.83	(0.92)	-2.8%
FTE - Non Mgmt	161.08	160.08	(4.00)	0.00	156.08	(5.00)	-3.1%
Total FTE	193.83	192.83	(4.92)	0.00	187.91	(5.92)	-3.1%

MISSION STATEMENT

To provide a consumer-focused, accessible, coordinated, and quality service delivery system that protects, supports, and advocates for dependent adults, particularly those with disabilities, and the vulnerable elderly and aging population, and promotes their social, economic, and healthy well-being.

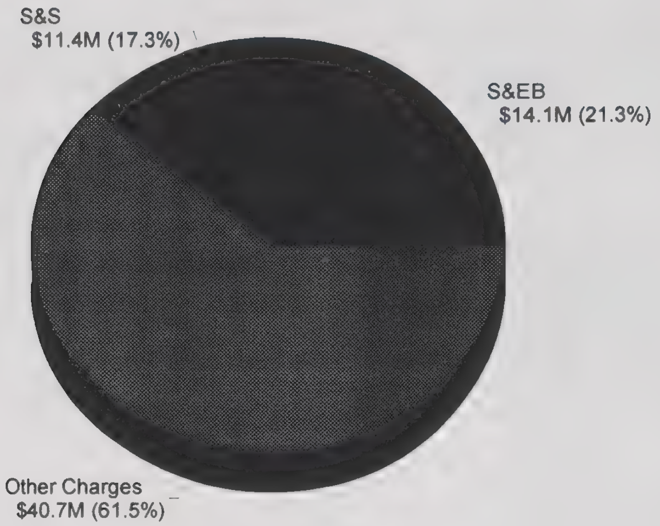
MANDATED SERVICES

Mandated services include direct services through Adult Protective Services, Public Guardian-Conservator, In-Home Supportive Services (IHSS), the Area Agency on Aging, Medi-Cal Long-term Care, and Qualified Medicare Benefits (QMB) programs and through contracted community-based services under the Older Americans and the Older Californians Acts.

DISCRETIONARY SERVICES

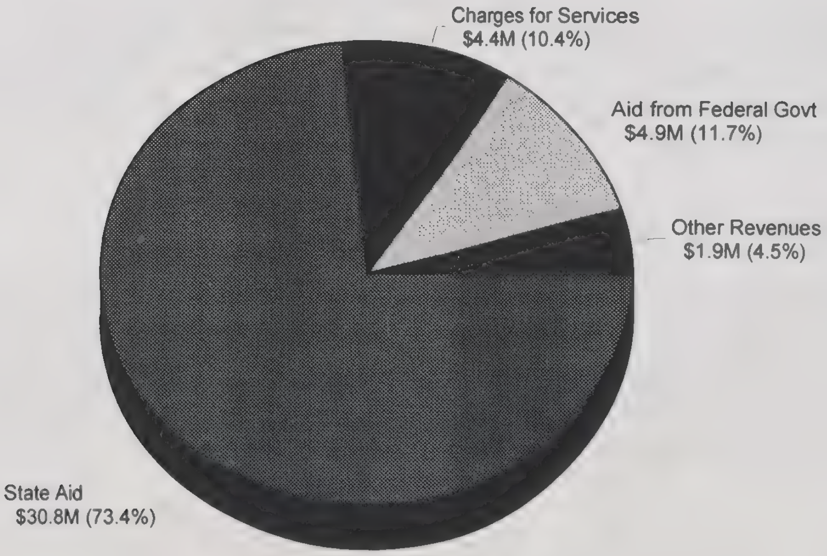
Discretionary services, such as municipal senior centers, adult day care, and nutrition programs are provided to the elderly. Other discretionary services, which include the non-elderly, are the Veterans Services Office, which assists veterans and their family members, and the Public Authority, which administers the delivery of services and a registry of service providers to IHSS consumers.

Total Appropriation by Major Object



Intra Fund Transfers $-1M

Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 192.83 full-time equivalent positions with a net county cost of $24,132,640. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $7,389,594 and a decrease of 1.00 full-time equivalent position.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**55,037,533**	**38,294,487**	**16,743,046**	**193.83**
Salary & Benefit COLA increase	385,902	0	385,902	0.00
Retirement contribution increase	699,684	0	699,684	0.00
Reclassification/transfer of positions	(57,654)	0	(57,654)	(1.00)
Increase in Services & Supplies	6,702	0	6,702	0.00
Internal Service Fund adjustments	214,682	0	214,682	0.00
Community-Based Organizations COLA	29,037	0	29,037	0.00
Adjustment for Older American Act costs	426,128	426,128	0	0.00
Adjustment for In-Home Support Services for increased hours of service, wages, and expanded health benefits for homecare workers	6,055,242	2,795,951	3,259,291	0.00
Technical adjustment to align program expenditures and revenues with operations	3,421,193	0	3,421,193	0.00
Increase charges to Behavioral Health for mental health services	(543,652)	0	(543,652)	0.00
Departmental revenue adjustments	0	47,399	(47,399)	0.00
Decrease in federal and State revenue for In-Home Support Services	0	(21,808)	21,808	0.00
Subtotal MOE Changes	**10,637,264**	**3,247,670**	**7,389,594**	**(1.00)**
2003-04 MOE Budget	**65,674,797**	**41,542,157**	**24,132,640**	**192.83**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**65,674,797**	**41,542,157**	**24,132,640**	**192.83**
Use one-time revenue	0	441,327	(441,327)	0.00
Eliminate positions in Adult Protective Services and Public Guardian	(394,250)	0	(394,250)	(4.92)

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Reduce ISF charges based on GSA reductions	(27,711)	0	(27,711)	0.00
Reduce ISF charges based on ITD reductions	(13,282)	0	(13,282)	0.00
Reduce Risk Management and Workers Compensation charges	(20,941)	0	(20,941)	0.00
Subtotal VBB Changes	**(456,184)**	**441,327**	**(897,511)**	**(4.92)**
2003-04 Proposed Budget	**65,218,613**	**41,983,484**	**23,235,129**	**187.91**

Service Impacts

- Elimination of full-time equivalent positions for the Public Guardian and Adult Protective Services will limit the ability of these programs to respond to current and future demand for services for elderly and dependent adults.

The Proposed Budget includes funding for 187.91 full-time equivalent positions at a net county cost of $23,235,129.

FINAL BUDGET ADJUSTMENTS

No adjustments are required.

The Final Budget includes funding for 187.91 full-time equivalent positions at a net county cost of $23,235,129.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 187.91 full-time equivalent positions at a net county cost of $23,235,129.

MAJOR SERVICE AREAS

ADULT PROTECTIVE SERVICES (APS)

APS workers intervene and investigate on behalf of elders and dependent adults who are at-risk of or are experiencing physical or mental abuse, financial exploitation, self-neglect as a result of ignorance, illiteracy, incompetence, mental limitation, substance abuse, or poor health. Contributing factors to abuse include inadequate food, shelter or clothing, exploitation of income and resources, or being deprived of entitlements.

Goal:

To successfully intervene and achieve positive outcomes in the lives of elderly and dependent adults at-risk of physical, mental or financial abuse, neglect, self-neglect, or exploitation.

Objective:

- Coordinate and conduct training of local law enforcement agencies with APS to enhance collaboration between APS Social Workers and police officers in the investigation and prosecution of elder abuse cases.
- Advocate for continued state funding support for APS as an essential statewide mandated program.
- In collaboration with the District Attorney's Elder Abuse Unit and Victim Witness Program, seek to improve the coordination of elder abuse reporting and prosecution with local law enforcement agencies countywide, to ensure that criminal charges are filed timely.
- In partnership with the District Attorney's Office and the District Attorney's Elder Abuse Unit, work to develop and operationalize the A.C.T. – F.A.S.T (Alameda County Targeted – Financial Abuse Specialist Team), and the F.A.S.T. consulting/advisory committee.

Workload Measures:

Adult Protective Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
New APS Cases Opened per Year	2,524	2,527	2,564	3,007
# of Referrals per Year	4,687	7,930	9,169	10,601

PUBLIC AUTHORITY FOR IN-HOME SUPPORTIVE SERVICES

The Public Authority was established to enhance the IHSS program for consumers and home care workers. The Public Authority is a consumer-directed agency mandated to provide a registry service to help IHSS consumers find and hire screened workers, provide or arrange training for consumers and workers, give consumers a voice in how IHSS services are provided, and serve as employer of record for the IHSS workforce. In addition, the Public Authority provides an emergency worker replacement service, consumer organizing, leadership development, and a problem-solving role to help workers and consumers resolve IHSS problems. The members of the Alameda County Board of Supervisors, acting independently from their role as County Supervisors, serve as the governing body of the Public Authority.

Goal:

To maximize independence and promote quality personal assistance for seniors and people with disabilities receiving In-Home Supportive Services.

Objectives:

- Provide training to consumers and workers to increase their knowledge about home care services and the responsibilities of being an employer or home care worker.
- Assist IHSS consumers with hiring and managing their home care workers through a continuum of services including the Centralized Registry, the Rapid Response Worker Replacement service, and individualized support.
- Provide consumers with a voice in determining how services are delivered.

Workload Measures:

Public Authority for IHSS	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
IHSS Registry Consumers Served	1,496	1,397	1,370	1,370
Private Pay Registry Seniors Served	943	856	836	836
IHSS Providers Trained	n/a	21	500	600
Hours of Rapid Response Service Provided	3,049	2,825	2,500	3,900

IN-HOME SUPPORTIVE SERVICES (IHSS)

IHSS is designed to assist elderly, blind, or persons with disabilities to reside in their homes and avoid institutional care by providing home care workers. Home care workers are authorized for individuals when they are no longer able to safely care for themselves, perform necessary personal care and routine activities of daily living, or manage routine household tasks and chores without assistance. For those clients who are non-self directing and pose a hazard for themselves if left unattended, protective supervision may also be authorized. These individual home care workers are paid $9.50 per hour effective February 1, 2003 for all services performed through a State payroll system.

Goal:

To provide the delivery of essential and necessary In-Home Supportive Services to clients at risk of institutionalization.

Objectives:

- Provide ongoing case management services for all clients.

- Complete new applications in an accurate and timely manner.

Workload Measures:

In-Home Supportive Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Total New Applications	2,015	5,324	5,655	5,995
Consumers Served per Month	9,296	9,928	10,593	11,500
Reassessment per Year	6,742	8,859	9,200	9,200

MEDI-CAL LONG-TERM CARE

Long-Term Care (LTC) Medi-Cal is provided to individuals who are aged, blind, or disabled and require care in a Long-Term Care Facility. Coverage may include, if necessary, acute care services, placement in skilled nursing, or intermediate care facilities.

Goal:

To ensure that necessary medical services are available to the aged, blind, and disabled who need care in a Long-Term Care Facility.

Objectives:

- Complete 90 percent of LTC case re-investigations and budget changes within the required 60 days.

- Establish and foster ongoing and timely collaboration with community-based agencies serving the elderly in need of LTC services.

Workload Measures:

Medi-Cal Long-Term Care	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
New Cases per Year	1,023	1,018	1,058	1,100
Ongoing Cases per Year	2,722	1,442	1,310	1,310

QUALIFIED MEDICARE BENEFICIARY

Persons 65 years or older and the blind and disabled who are low-income are eligible for Qualified Medicare Beneficiary (QMB) Medicare. The Agency assists individuals to complete the Medicare application and follow-up to ensure that they receive their benefits. In certain instances, the Agency is able to pay some or all of the recipient's Medicare expenses. This financial assistance ensures that health care is available to this vulnerable population.

Goal:

To provide the timely benefit of Medicare health coverage for eligible aged, blind, and disabled persons otherwise unable to afford coverage.

Objectives:

- Establish a tracking system to ensure that all annual QMB/MSP re-authorizations are processed within State-mandated timeframes.
- Increase community awareness of the QMB/MSP program by expanding outreach activities to local community-based agencies, senior organizations, and community groups.

Workload Measures:

Qualified Medicare Benefits (QMB)	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Approvals	979	736*	871	914
Active Cases	7,187	7,480	7,860	8,250

* Not actual; for missing data, average taken from 1st prior and two subsequent months to estimate

VETERANS' SERVICES OFFICE

The Veterans' Services Office provides information and assistance with veterans' benefits to military veterans, their dependents, and beneficiaries, and assists them in filing benefit claims. Veterans' benefits include compensation for service-connected disabilities, pensions for non-service-connected disabilities, and surviving spouse pensions for non-service-connected death of wartime veterans, insurance claims, burial benefits, medical treatment, home loans, and financial assistance for dependents at public colleges in the State of California. The Veterans' Services Officer coordinates countywide services that support the needs of veterans.

Goal:

To expand services and assistance to veterans, their families, and beneficiaries in order to access and increase benefits and entitlements.

Objectives:

- Increase the number of veterans, their dependents, and beneficiaries served by Alameda County over 2003-04.
- Increase community awareness of veterans' services by expanding outreach activities to local community-based organizations, and community groups through staff outstations in all parts of the county.

- Increase effectiveness of claims and award tracking by implementing a computerized database system and establishing access to the U.S. Department of Veteran Affairs database.

Workload Measures:

Veterans Services Office	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Veterans/Dependents Served /Year	1,121	2,473	2,400	2,400
Value of Benefits Awarded/Year (millions)	\$1.8	\$2.8	\$2.5	\$2.5

AREA AGENCY ON AGING

The Alameda County Area Agency on Aging (AAA) is the primary agent for change that ensures and sustains a life free from need and isolation for all older County residents. Through leadership and collaboration, a community-based system of care will provide services that support independence, protect the quality of life of older residents and persons with functional impairments, and promote senior and family involvement in the planning and delivery of services.

AAA plans, administers, and coordinates services primarily for persons over the age of 60 under the Older Americans and the Older Californians Acts. The following services are provided through contracts with community-based organizations and public agencies: Adult and Alzheimer's Day Care, Brown Bag, Caregiver Support Services, Case Management, Congregate and Home Delivered Meals, Disease Prevention and Health Promotion Services, Foster Grandparent Program, Friendly Visitors, Health Insurance Counseling, Health Services, Legal Services, Money Management, Monolingual Information and Assistance, Ombudsman, Personal Care, Senior Centers, Senior Companion Program, and Senior Employment.

Goals:

To develop and support a comprehensive and coordinated system of home and community-based care.

To be a catalyst in providing a forum to focus on health and wellness issues for seniors.

To promote consumer and community participation and responsibility in the planning, delivery, and evaluation of services.

Objectives:

- Focus on evaluation of the new National Family Caregiver Support Program and identify unmet needs.

- Provide leadership in implementing and maintaining a partnership with Independent Living Centers on a statewide basis.

- Update the Long-Term Planning Council 10-year service plan.

Workload Measures:

Area Agency on Aging (AAA)	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Seniors Receiving Aging Services/Year	12,699	16,541	19,022	21,503
Congregate Nutrition Meals Served/Year	269,366	210,129	187,023	163,918
Home Delivered Nutrition Meals Served/Year	556,471	556,747	556,885	557,023
Brown Bag Program (Bags of Groceries)	20,526	26,574	30,489	34,404

PUBLIC GUARDIAN-CONSERVATOR

The Public Guardian's Office provides conservatorship and estate administration where protective intervention is needed. The two types of conservatorship, Lanterman-Petris-Short (LPS) and Probate, can only be established by order of the Superior Court. Probate conservatorship involves all aspects of consumers' lives, including financial management, housing, medical care, placement, and advocacy. LPS conservatorship is responsible for directing the mental health treatments and placements of clients. Services provided include annual assessments resulting in financial and medical status reports to the court, management of financial assets, personal service management, placement services, and 24-hour emergency services on behalf of the consumer.

Goal:

To lawfully discharge the duties of taking care of an individual and/or the individual's property by assuming the responsibility to protect, preserve, manage and dispose of the client's estate, acting in the best interests of each consumer.

Objectives:

- Facilitate timely and appropriate Probate referrals by raising public awareness of fiduciary elder abuse and the role of the Public Guardian in safeguarding assets and personal safety of vulnerable elderly and dependent adults.

- Ensure that Public Guardian fiduciary responsibilities for annual and decedent court accountings are consistently performed to conform with requirements of the Probate Code.

- Improve coordination between the Public Guardian and community mental health advocates in facilitating timely mental health treatments and placement of LPS conservatees.

Workload Measures:

Public Guardian:	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
New Applications/Year	797	730	762	795
Cases Served/Year	958	922	999	1,082

Budget Units Included:

10000-320100-33000 Welfare Administration	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	10,232,057	11.703,624	12,643,033	13,567,245	13,165,321	522,288	(401,924)
S&S	1,487,855	1,362,820	859,659	4,492,049	4,440,900	3,581,241	(51,149)
Other	116,574	150,471	156,315	156,315	156,315	0	0
Intra Fund Transfers	(919,729)	(704,671)	(456,348)	(1,000,000)	(1,000,000)	(543,652)	0
Net Appropriation	10,916,757	12,512,244	13,202,659	17,215,609	16,762,536	3,559,877	(453,073)
Financing							
Revenue	11,991,647	19,470,074	13,943,414	13,990,813	14,228,077	284,663	237,264
Total Financing	11,991,647	19,470,074	13,943,414	13,990,813	14,228,077	284,663	237,264
Net County Cost	(1,074,890)	(6,957,830)	(740,755)	3,224,796	2,534,459	3,275,214	(690,337)
FTE - Mgmt	NA	NA	25.00	25.00	24.08	(0.92)	(0.92)
FTE - Non Mgmt	NA	NA	158.58	157.08	153.08	(5.50)	(4.00)
Total FTE	NA	NA	183.58	182.08	177.17	(6.42)	(4.92)
Authorized - Mgmt	NA	NA	27	27	27	0	0
Authorized - Non Mgmt	NA	NA	172	175	171	(1)	(4)
Total Authorized	NA	NA	199	202	198	(1)	(4)

10000-320200 Aging	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	550,358	710,719	819,094	922,814	922,645	103,551	(169)
S&S	4,948,951	5,773,277	5,354,926	5,819,582	5,817,082	462,156	(2,500)
Net Appropriation	5,499,309	6,483,996	6,174,020	6,742,396	6,739,727	565,707	(2,669)
Financing							
Revenue	4,881,776	5,976,960	5,442,288	5,868,416	6,072,479	630,191	204,063
Total Financing	4,881,776	5,976,960	5,442,288	5,868,416	6,072,479	630,191	204,063
Net County Cost	617,533	507,036	731,732	873,980	667,248	(64,484)	(206,732)
FTE - Mgmt	NA	NA	7.75	7.75	7.75	0.00	0.00
FTE - Non Mgmt	NA	NA	2.50	3.00	3.00	0.50	0.00
Total FTE	NA	NA	10.25	10.75	10.75	0.50	0.00
Authorized - Mgmt	NA	NA	8	8	8	0	0
Authorized - Non Mgmt	NA	NA	2	3	3	1	0
Total Authorized	NA	NA	10	11	11	1	0

10000-320300 IHSS Public Authority	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	1,296,483	1,188,123	1,174,966	1,175,662	1,175,220	254	(442)
Net Appropriation	1,296,483	1,188,123	1,174,966	1,175,662	1,175,220	254	(442)
Financing							
Revenue	1,597,500	2,081,122	960,907	939,099	939,099	(21,808)	0
Total Financing	1,597,500	2,081,122	960,907	939,099	939,099	(21,808)	0
Net County Cost	(301,017)	(892,999)	214,059	236,563	236,121	22,062	(442)

10000-320500-33000 Assistance Payments	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
Other	17,989,381	22,362,323	34,485,888	40,541,130	40,541,130	6,055,242	0
Net Appropriation	17,989,381	22,362,323	34,485,888	40,541,130	40,541,130	6,055,242	0
Financing							
Revenue	36,152,401	3,185,465	17,947,878	20,743,829	20,743,829	2,795,951	0
Total Financing	36,152,401	3,185,465	17,947,878	20,743,829	20,743,829	2,795,951	0
Net County Cost	17,989,381	19,176,858	16,538,010	19,797,301	19,797,301	3,259,291	0

SOCIAL SERVICES AGENCY–CHILDREN & FAMILY SERVICES

Carol Collins
Assistant Agency Director

Financial Summary

SSA Children's & Family Services	2002 - 03 Budget	Maintenance Of Effort	Change from MOE VBB	Change from MOE Final/ Amend Adj	2003 - 04 Budget	Change from 2002 - 03 Budget Amount	Change from 2002 - 03 Budget %
Appropriations	169,646,153	187,802,387	(3,693,686)	(1,152,796)	182,955,905	13,309,752	7.8%
Revenue	168,372,297	175,873,806	(875,000)	(748,781)	174,250,025	5,877,728	3.5%
Net	1,273,856	11,928,581	(2,818,686)	(404,015)	8,705,880	7,432,024	583.4%
FTE - Mgmt	109.00	105.83	(2.83)	(1.00)	102.00	(7.00)	-6.4%
FTE - Non Mgmt	505.59	510.01	(19.34)	(1.78)	488.89	(16.70)	-3.3%
Total FTE	614.59	615.84	(22.17)	(2.78)	590.89	(23.70)	-3.9%

MISSION STATEMENT

To strengthen and preserve families; protect children and families when children are abused or neglected, or in danger of abuse or neglect; find temporary or permanent homes for children who cannot remain safely at home or be returned to their families; assist children and adolescents in its care to become productive adults; support the work of foster parents and other substitute caregivers; and provide culturally appropriate management, planning, collaboration, and services.

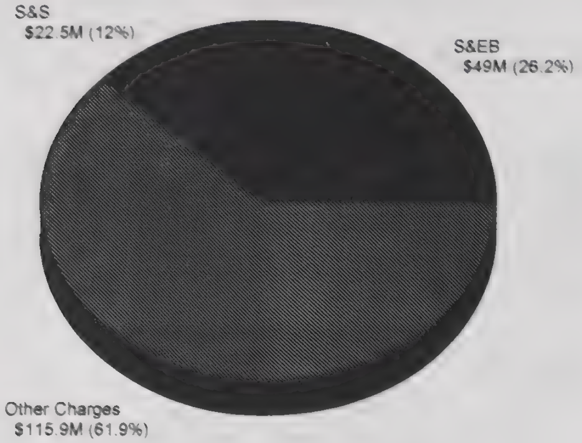
MANDATED SERVICES

Emergency Response, Emergency Shelter Care, Dependency Investigation, and Family Maintenance services are required by State regulations. Family Reunification and Permanent Placement Services for families whose children have been removed from the home are also required. The Foster Care Eligibility program manages aid payments for children placed outside their homes.

DISCRETIONARY SERVICES

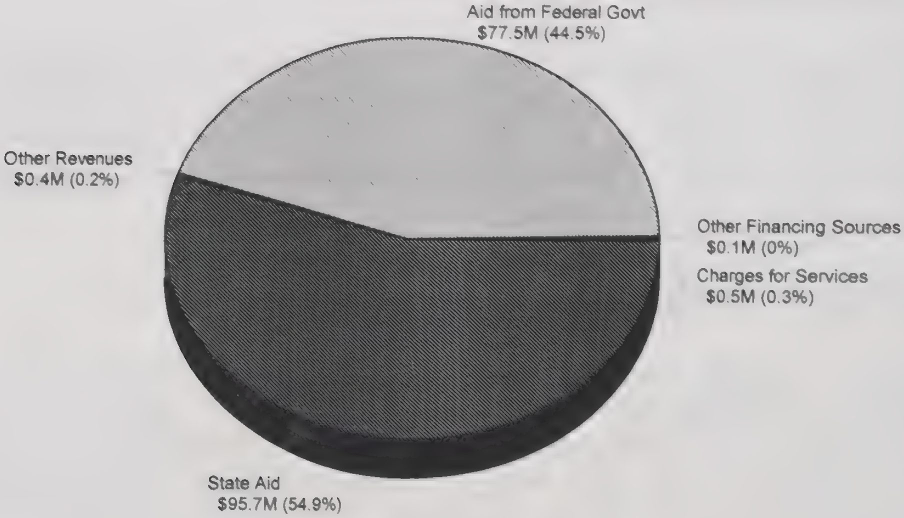
The Department provides a wide range of services for families both directly and through agreements and contracts with providers, including family support and preservation, family reunification, child assessments, mental health counseling, drug testing, respite care for foster parents, and child abuse prevention. Discretionary programs include Family Preservation, Foster Home Licensing, Adoptions, Independent Living Skills Program (ILSP), Community Action to Reach Out to Infants (CARI), the Child Abuse Prevention Council, Family Conferencing and Dependency Mediation, Family Reclaim, Services to Enhance Early Development Project (SEED), Neighborhood Outreach, and the Department of Education Alternative Placement Child Care Program. Federal, State, and local funding support these programs.

Total Appropriation by Major Object



Intra Fund Transfers $-4.4M

Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 615.84 full-time equivalent positions at a net county cost of $11,928,581. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $10,654,725 and an increase of 1.25 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**169,646,153**	**168,372,297**	**1,273,856**	**614.59**
Salary & Benefit COLA increase	1,133,159	0	1,133,159	0.00
Retirement contribution increase	2,531,002	0	2,531,002	0.00
Reclassification/transfer of positions	(168,002)	0	(168,002)	1.25
Mid-year Board approved adjustments	895,296	895,296	0	0.00
Community-Based Organizations COLA	2,098	0	2,098	0.00
Internal Service Fund adjustments	596,076	0	596,076	0.00
Increase in Services & Supplies	352,613	0	352,613	0.00
Adjustments for out-of-home placement of Severe and Emotionally Disturbed Children	1,267,971	494,106	773,865	0.00
Adjustments due to decrease in Foster Care caseload	(3,341,849)	(2,737,893)	(603,956)	0.00
Adjustments for Adoption Assistance caseload	3,926,191	3,405,186	521,005	0.00
Technical adjustment to align program expenditures and revenues with operations	11,532,241	0	11,532,241	0.00
Decrease appropriation and revenue for the Interagency Children's Policy Council	(570,562)	(570,562)	0	0.00
Increase in federal and realignment revenue partially offset by decreased State revenue	0	6,015,376	(6,015,376)	0.00
Subtotal MOE Changes	**18,156,234**	**7,501,509**	**10,654,725**	**1.25**
2003-04 MOE Budget	**187,802,387**	**175,873,806**	**11,928,581**	**615.84**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**187,802,387**	**175,873,806**	**11,928,581**	**615.84**
Reduce Foster Care overpayments	(1,250,000)	(875,000)	(375,000)	0.00
Reduce discretionary services and contracts	(580,654)	0	(580,654)	0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Eliminate vacant positions	(1,663,799)	0	(1,663,799)	(22.17)
Reduce ISF charges based on GSA reductions	(85,367)	0	(85,367)	0.00
Reduce ISF charges based on ITD reductions	(44,289)	0	(44,289)	0.00
Reduce Risk Management and Workers Compensation charges	(69,577)	0	(69,577)	0.00
Subtotal VBB Changes	**(3,693,686)**	**(875,000)**	**(2,818,686)**	**(22.17)**
2003-04 Proposed Budget	**184,108,701**	**174,998,806**	**9,109,895**	**593.67**

Service Impacts

- Reduction in budgeted amount for special departmental expenses will limit department's ability to respond to unexpected expenses.

- Funding will be reduced for bus passes and travel expenses for biological parents to participate in court mandated services. This will limit options for responding to parents' travel needs and may lead to a delay in reunification with their children.

- Reduction in budgeted amount for professional and specialized services will decrease access to outside child welfare clinicians and experts.

- Community-based provider contract reductions for respite care may affect the recruitment and retention of relative caregivers and emergency foster parents, but are consistent with expectations that existing contractors will pursue alternate sources of funding for these services. However, these reductions could result in fewer placements with relatives, delays in placement, and longer stays in foster care for children.

- Community-based provider contract reduction for child abuse prevention services will decrease the level of this service, but this reduction will be mitigated by the continued funding of such services through contractors selected by the Child Abuse Prevention Task Force.

- Community-based provider contract reduction for drug testing and treatment services will require closer monitoring of these services by Agency staff, and may require the redirection of services to existing contractors.

- Community-based provider contract reduction for emergency response services, which operate during evenings, weekends and holidays, will require that these services be absorbed by Child Welfare staff and by other existing contractors.

- The loss of vacant full-time equivalent Children and Family Services positions will reduce the flexibility to address current and future workload demands. These vacancies occur in administrative support positions for child welfare services and in line staff positions providing direct services to children and families.

The Proposed Budget includes funding for 593.67 full-time equivalent positions at a net county cost of $9,109,895.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Children and Family Services budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**184,108,701**	**174,998,806**	**9,109,895**	**593.67**
Reclassification/transfer of positions	(104,786)	0	(104,786)	(1.60)
Mid-year adjustment to add pay units for a position in Children & Family Services	0	0	0	0.89
Transfer of Interagency Children's Policy Council to Health Care Services Agency	(1,048,010)	(748,781)	(299,229)	(2.07)
Subtotal Board/Final Changes	**(1,152,796)**	**(748,781)**	**(404,015)**	**(2.78)**
2003-04 Approved Budget	**182,955,905**	**174,250,025**	**8,705,880**	**590.89**

The Final Budget includes funding for 590.89 full-time equivalent positions at a net county cost of $8,705,880.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 590.89 full-time equivalent positions at a net county cost of $8,705,880.

MAJOR SERVICE AREAS

EMERGENCY CHILD ABUSE

Emergency Child Abuse services are provided through the Emergency Response and Dependency Investigations programs. Emergency Response provides a 24-hour a day child abuse hotline and initial investigation of child abuse reports. Dependency Investigations involve thorough assessments of child abuse allegations and recommendations to the Juvenile Court on the dependency status and placement of abused or neglected children.

Goals:

To assure a safe living environment for children referred to the department for suspected neglect or abuse, and determine as quickly as possible the credibility of the allegations.

To reduce recurrence of child abuse and/or neglect.

Objectives:

- Provide rapid emergency investigations to prevent further abuse and neglect.
- Implement Another Road to Safety to better meet the needs of children at moderate risk of abuse and neglect.
- Provide a continuum of prevention/early intervention services.
- Implement the use of Structured Decision-Making (SDM) Tool to determine the level of family intervention.

Workload Measures:

Emergency Child Abused	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Referrals Received	9,629	8,274	8,500	8.500
Referral Rate per 1,000 Children in County	24.6	23.1	27.0	27.0
Investigations Conducted	5,512	4,873	4,100	4,100
Cases Opened for Investigation and/or Services	1,114	1,245	1,300	1,300
Children Declared Dependents of the Court	924	963	950	950

IN-HOME SERVICES

In-Home Services are provided by Family Maintenance workers for up to 12 months to families where child abuse or neglect has occurred, and by Family Preservation workers for up to three months to prevent placing children in foster care or to expedite their safe return from foster care. Services are directed at keeping families intact.

Goal:

To achieve a safe and stable living situation for at-risk children to remain in their family home.

Objectives:

- Offer a strength-based service approach for Family Maintenance and Family Preservation services.

- Reduce the number of children who return to the Child Welfare Services system after dependency has been dismissed.

Workload Measures:

In-Home Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Family Preservation Children Served	425	425	323	300
Family Maintenance Children Served (Average Caseload at Any Given Time)	1,403	1,319	1,490	1,400

OUT-OF-HOME SERVICES

Out-of-Home Services are provided by Family Reunification and Permanent Placement child welfare workers. Case management and foster care services are provided to children and families after the Juvenile Court declares dependency. During the first 18 months of placement, the goal is to reunify families. For children who cannot return to their families, services include adoption, guardianship, stabilizing relative or foster placements, and independent living skills for teens.

Goal:

For children declared dependents of the Court, to achieve safe reunification with families or other stable living arrangements.

Objectives:

- Increase the number of reunifications that remain stable for one year.
- Implement SDM to increase reunification rates.
- Offer children stable foster care placements while seeking reunification or permanent placement.
- Expand the Kin-GAP program to better support placement with relative guardians.
- Increase the number of participants in the Independent Living Skills Program (ILSP) who find employment or continue their education after transitioning out of foster care to independent living. Expand services to emancipating youth, including housing opportunities and vocational training.
- Maintain full compliance with Division 31 regulations.

Workload Measures:

Out-of-Home Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Children Served by Family Reunification Program	999	1,016	1,050	1,050
Children Reunified from All Programs	748	755	760	760
Children Served by Permanent Placement Program (Monthly Average)	4,040	4,000	4,129	4,150
Children Placed with Relatives in Kinship Guardian Assistance Payments (Kin-GAP) Program	N/A	177	277	200
Youth Served by Independent Living Skills Program (ILSP) Including Emancipated Youth	816	1,000	1,044	1,100

ADOPTION SERVICES

Adoption Services include freeing children for adoption by terminating rights of parents who have abused or neglected their children and for whom dependency has been declared. Adoption Services also include relinquishments from parents who voluntarily terminate their parental rights. Services are provided for independent adoptions, step-parent adoptions, and post-adoption services for adopted children and families, including after the adopted child has become an adult. Services also include recruiting and assessing prospective adoptive parents, placing freed children in these homes, and finalizing the adoptions. Private adoption agencies and the adoption agencies of other counties are also used.

Goal:

To improve the stability of home life for children whose parents cannot care for them.

Objective:

- Increase the number of successful adoptions finalized in 2003-2004.

Workload Measures:

Adoptions	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Children Placed in Adoptive Homes	102	168	193	275
Finalized Adoptions of Court Dependent Children	116	131	181	275
Children Provided with Adoption Assistance Payments (AAP)	768	721	1,800	2,000

Budget Units Included:

10000-320100-36000 Welfare Administration	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	38,369,650	44,984,326	47,242,909	50,727,617	49,002,801	1,759,892	(1,724,816)
S&S	10,443,406	11,588,537	9,899,621	23,277,909	22,454,316	12,554,695	(823,593)
Other	2,290,762	2,732,838	2,470,912	2,470,912	2,470,912	0	0
Intra Fund Transfers	(70,340)	(63,309)	(210,030)	(210,030)	(210,030)	0	0
Net Appropriation	51,033,478	59,242,392	59,403,412	76,266,408	73,717,999	14,314,587	(2,548,409)
Financing							
Revenue	62,616,921	70,729,173	71,639,584	76,426,094	76,426,094	4,786,510	0
Total Financing	62,616,921	70,729,173	71,639,584	76,426,094	76,426,094	4,786,510	0
Net County Cost	(11,583,443)	(11,486,781)	(12,236,172	(159,686)	(2,708,095)	9,528,077	(2,548,409)
FTE – Mgmt	NA	NA	109.00	104.83	102.00	(7.00)	(2.83)
FTE - Non Mgmt	NA	NA	503.83	508.94	488.89	(14.94)	(20.05)
Total FTE	NA	NA	612.83	613.77	590.89	(21.94)	(22.88)
Authorized - Mgmt	NA	NA	117	115	113	(4)	(2)
Authorized - Non Mgmt	NA	NA	582	599	576	(6)	(23)
Total Authorized	NA	NA	699	714	689	(10)	(25)

10000-320500-36000 Assistance Payments	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
Other	110,218,418	105,244,518	111,250,842	114,709,147	113,459,147	2,208,305	(1,250,000)
Intra-Fund Transfers	(3,006,720)	(3,006,168)	(2,615,249)	(4,221,241)	(4,221,241)	(1,605,992)	0
Net Appropriation	107,211,698	102,238,350	108,635,593	110,487,906	109,237,906	602,313	(1,250,000)
Financing							
Revenue	58,167,144	52,045,960	95,413,370	98,698,931	97,823,931	2,410,561	(875,000)
Total Financing	58,167,144	52,045,960	95,413,370	98,698,931	97,823,931	2,410,561	(875,000)
Net County Cost	49,044,554	50,192,390	39,096,443	11,788,975	11,413,975	(1,808,248)	(375,000)

SOCIAL SERVICES AGENCY– MEDI-CAL AND BENEFITS ADMINISTRATION

Paul Reeves
Assistant Agency Director

Financial Summary

SSA Medi-Cal & Benefits Administration	**2002 - 03 Budget**	**Maintenance Of Effort**	**Change from MOE**		**2003 - 04 Budget**	**Change from 2002 - 03 Budget**	
			VBB	**Final/ Amend Adj**		**Amount**	**%**
Appropriations	209,603,569	171,890,376	(1,138,203)	317,807	171,069,980	(38,533,589)	-18.4%
Revenue	218,094,898	156,423,083	1,151,341	207,168	157,781,592	(60,313,306)	-27.7%
Net	(8,491,329)	15,467,293	(2,289,544)	110,639	13,288,388	21,779,717	256.5%
FTE - Mgmt	191.83	91.83	(8.42)	0.84	84.25	(107.58)	-56.1%
FTE - Non Mgmt	845.32	448.03	(2.83)	0.00	445.20	(400.12)	-47.3%
Total FTE	1,037.15	539.86	(11.25)	0.84	529.45	(507.70)	-49.0%

MISSION STATEMENT

To promote enrollment, retention, participation in publicly-sponsored health coverage programs, and provide continuing economic support for individuals and families through culturally sensitive, courteous, accurate, and timely services.

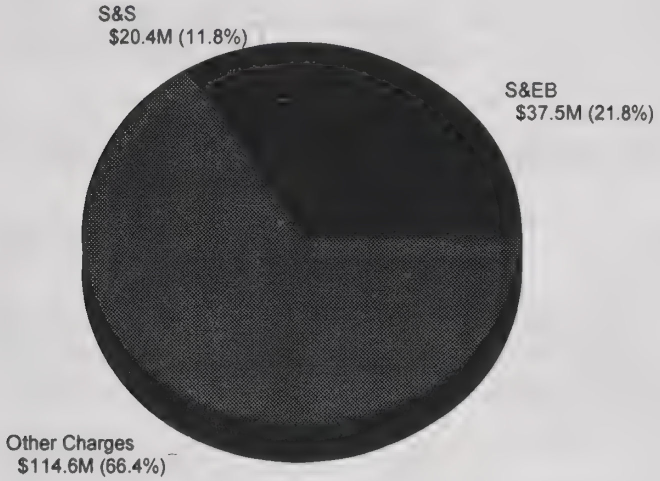
MANDATED SERVICES

Staff provide employment, eligibility, and social services to individuals and families. Referrals are made to appropriate support services to promote self-sufficiency. Programs include: California Work Opportunity and Responsibility to Kids (CalWORKs); the State Two-Parent Family Program; Cal-LEARN; Food Stamps; Food Stamps Employment and Training (FSET); California Food Assistance Program (CFAP); General Assistance (GA); Cash Assistance Program for Immigrants (CAPI); Medi-Cal; and Refugee Cash Assistance (RCA).

DISCRETIONARY SERVICES

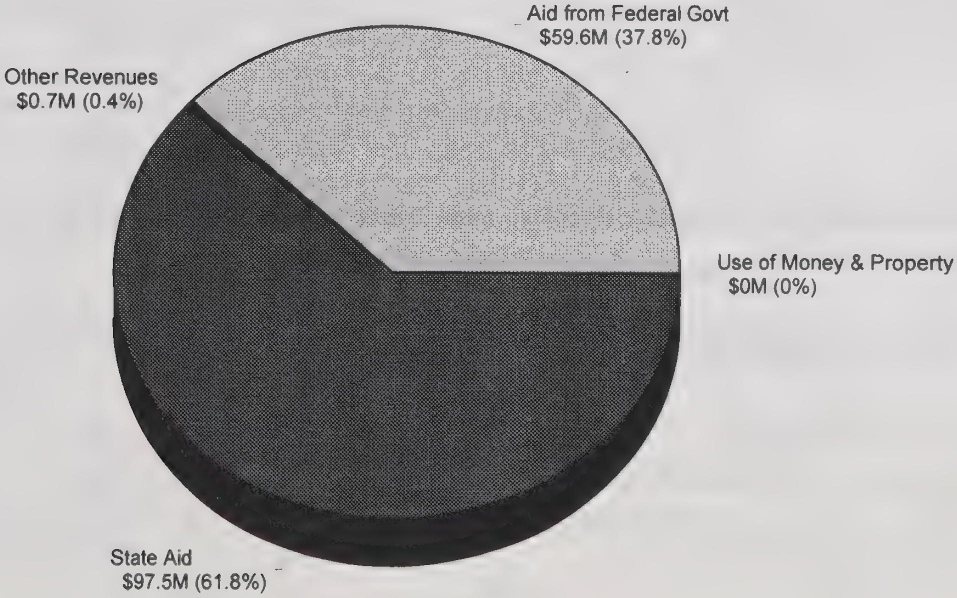
Employment assistance to General Assistance recipients through the FSET program, and health assessment and case management services for disabled GA recipients as they transition onto SSI are discretionary.

Total Appropriation by Major Object



Intra Fund Transfers $-1.4M

Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 539.86 full-time equivalent positions at a net county cost of $15,467,293. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $23,958,622 and a decrease of 497.29 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**209,603,569**	**218,094,898**	**(8,491,329)**	**1,037.15**
Salary & Benefit COLA increase	1,281,196	0	1,281,196	0.00
Retirement contribution increase	2,037,311	0	2,037,311	0.00
Reclassification/transfer of positions	(30,455,893)	0	(30,455,893)	(497.29)
Community-Based Organizations COLA	49,487	0	49,487	0.00
Internal Service Fund adjustments	671,214	0	671,214	0.00
Decrease in Refugee Cash Assistance program based on caseload	(137,224)	(137,224)	0	0.00
Decrease in CalWORKs program based on caseload and grant level	(19,258,549)	(18,958,748)	(299,801)	0.00
Adjustments to General Assistance based on caseload and anticipated increase in Supplemental Security Income recoupments	(2,385,725)	342,472	(2,728,197)	0.00
Increase in State/federal revenue and expenditures for CalWIN program	341,401	3,528,445	(3,187,044)	0.00
Technical adjustment to align program expenditures and revenues with operations	10,143,589	(46,446,760)	56,590,349	0.00
Subtotal MOE Changes	**(37,713,193)**	**(61,671,815)**	**23,958,622**	**(497.29)**
2003-04 MOE Budget	**171,890,376**	**156,423,083**	**15,467,293**	**539.86**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**171,890,376**	**156,423,083**	**15,467,293**	**539.86**
Increase revenue estimates for Food Stamps	0	1,102,626	(1,102,626)	0.00
Reduce staff and reassignments to maximize revenue	(864,228)	48,715	(912,943)	(11.24)

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Reduce ISF charges based on GSA reductions	(75,087)	0	(75,087)	0.00
Reduce ISF charges based on ITD reductions	(38,955)	0	(38,955)	0.00
Reduce Risk Management and Workers Compensation charges	(159,933)	0	(159,933)	0.00
Subtotal VBB Changes	**(1,138,203)**	**1,151,341**	**(2,289,544)**	**(11.24)**
2003-04 Proposed Budget	**170,752,173**	**157,574,424**	**13,177,749**	**528.62**

Service Impacts

The elimination of CalWORKs full-time equivalent positions will diminish the agency's ability to administer its basic welfare programs and reduce the effectiveness of efforts to connect welfare recipients to jobs. The impacts of these reductions will include:

- Delays in the timely delivery of benefits to clients;
- Increases in administrative error rates, with the potential for financial sanctions from State and federal governments;
- Elimination of many full-time equivalent positions providing client supports including social workers and client advocates, who help identify clients with barriers to employment and connect them to available supportive services, including mental health, substance abuse, and domestic violence;
- Substantial reductions in the ability to oversee and provide technical assistance to community-based contractors;
- Elimination of GA services in the main Oakland office at 400 Broadway, requiring GA clients to travel to Eastmont Self-Sufficiency Center; and
- Substantial reductions in employment services full-time equivalent positions, resulting in increased caseloads and a reduction in the effectiveness of individual case management, placement, and retention services.

The Proposed Budget includes funding for 528.62 full-time equivalent positions at a net county cost of $13,177,749.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Medi-Cal and Benefits Administration budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**170,752,173**	**157,574,424**	**13,177,749**	**528.62**
Mid-year adjustment for CalWIN project	207,168	207,168	0	0.00
Reclassification/transfer of positions	70,639	0	70,639	0.83
Public Benefit Fund appropriation for Medi-Cal enrollment events	40,000	0	40,000	0.00
Subtotal Board/Final Changes	**317,807**	**207,168**	**110,639**	**0.83**
2003-04 Approved Budget	**171,069,980**	**157,781,592**	**13,288,388**	**529.45**

The Final Budget includes funding for 529.45 full-time equivalent positions at a net county cost of $13,288,388.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 529.45 full-time equivalent positions at a net county cost of $13,288,388.

MAJOR SERVICE AREAS

CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS

CalWORKs is California's Temporary Assistance to Needy Families (TANF) block grant program providing time-limited assistance to families with children. CalWORKs is a Work First! model that emphasizes labor market entry as the key to self-sufficiency. With few exceptions, CalWORKs parents must participate in job services, training, education, or community service that leads to self-sufficiency. Services to support the transition to work include childcare, transportation, job retention, career advancement, alcohol or other drug, mental health, and domestic abuse services. Most CalWORKs families also receive Medi-Cal and Food Stamps.

Goal:

To improve the economic stability of needy families while supporting their transition from welfare to work.

Objective:

- Provide accurate and timely benefits to eligible CalWORKs families.

Workload Measures:

CalWORKs	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Households Aided per Month	18,358	16,696	16,700	17,500
New Applicants per Month	600	1,101	675	800
Employable per Month	10,704	18,850	11,000	11,000
Job Placements per Year	3,288	3,648	3,000	3,500
% of CalWORKs Families Working	31%	22%	22%	22%
% of Employed CalWORKs Families Working Full-Time	31%	31%	28%	28%

CAL-LEARN

Cal-LEARN is a State-mandated program that provides case management and supportive financial services for CalWORKs teenage parents. Teen parents who have not already graduated from high school must attend school to earn a diploma or GED. The County's Adolescent Family Life Providers provide services. Teens receive cash incentives for school attendance and high school graduation.

Goal:

To enable and require teen parents to complete high school or equivalent and foster healthy families using the Adolescent Family Life Program model.

Objective:

- Provide ongoing support and services for teen parents to enable them to graduate from high school or receive a GED.

Performance Measures:

Cal-LEARN	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Served per Year	390/mo	149/mo	150/mo	155/mo
Progress Incentives per Year	37%	41	43%	45%

MEDI-CAL

Medi-Cal provides medical coverage to promote basic health care for individuals and families. Funding is 100% State and federal. In an effort to improve access to health care, reduce infant mortality, and sustain Managed Care and Healthy Children programs, outreach in community facilities is extensive. About 5% of Medi-Cal recipients also receive Food Stamps.

Goal:

To maximize health care options to eligible recipients at minimal or no cost to the recipient.

Objectives:

- Actively enroll and sustain all eligible persons in Medi-Cal to maximize insurance coverage.
- Systematically advocate for and inform clients of available health care provider and insurance options.

Workload Measures:

Medi-Cal	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Households Aided per Month	56,500	59,200	61,000	63,000
New Applications per Month	3,000	3,700	4,000	4,300

FOOD STAMPS

Food Stamps provide monthly benefits that help low-income households purchase food. Food Stamps benefits are 100% federally-funded. Individuals who do not qualify for federal Food Stamps due to immigration status may be eligible for State-funded benefits through the California Food Assistance Program (CFAP).

Goal:

To assist low-income individuals and families in meeting their nutritional needs.

Objectives:

- Provide the correct amount of benefits in a timely manner at application intake.
- Transition employable adult Food Stamps recipients into employment with the support of ancillary services.
- Increase access to and awareness of good nutrition.

Workload Measures:

Food Stamps	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Households Aided per Month	28,000	21,015	20,500	20,500
New Applications per Month	3,500	2,929	4,000	3,000
FSET Persons Served per Year	6,713	7,326	6,500	7,695
Job Placement Rate	2%	2%	2%	5%

Food Stamps	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
FFY Error Rate	10%	6.45%	7%	7%

GENERAL ASSISTANCE

General Assistance (GA) provides a safety net for needy adults who do not qualify for other State and federal programs. Benefits are 100% County funds. Most GA recipients receive Food Stamps and County-funded indigent health services. SSI advocacy and FSET services are also provided to GA recipients.

Goal:

To provide economic assistance to eligible persons while supporting their transition from welfare to work or while helping them gain access to other appropriate programs or services.

Objectives:

- Provide accurate and timely benefits to eligible General Assistance recipients.
- Provide the support network to aid in the transition to self-sufficiency.
- Assess and support the transition of eligible recipients into other assistance programs (such as SSI or the new Cash Assistance Program for Immigrants).

Workload Measures:

General Assistance	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Cases Aided per Month	2,969	3,258	3,786	3,500
SSI Applications Approved per Year	924	401	600	450
New GA Applications per Month	570	622	600	700

Budget Units Included:

10000-320100-31000 Welfare Administration	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	57,976,711	61,138,445	65,600,077	38,462,691	37,548,047	(28,052,030)	(914,644)
S&S	14,190,223	11,832,360	7,551,192	18,707,396	18,801,644	11,250,452	94,248
Other	(627)	271,161	0	0	0	0	0
Net Appropriation	72,166,307	73,241,966	73,151,269	57,170,087	56,349,691	(16,801,578)	(820,396)
Financing							
Revenue	104,654,081	121,575,700	100,758,612	57,840,297	59,198,806	(41,559,806)	1,358,509
Total Financing	104,654,081	121,575,700	100,758,612	57,840,297	59,198,806	(41,559,806)	1,358,509
Net County Cost	(32,487,774)	(48,333,734)	(27,607,343)	(670,210)	(2,849,115)	(24,758,228)	(2,178,905)
FTE - Mgmt	NA	NA	191.83	91.83	84.25	(107,58)	(7.58)
FTE - Non Mgmt	NA	NA	845.32	448.03	445.20	(400.13)	(2.83)
Total FTE	NA	NA	1,037.15	539.86	529.45	(507.71)	(10.41)
Authorized - Mgmt	NA	NA	206	107	107	(99)	0
Authorized - Non Mgmt	NA	NA	1,002	593	592	(410)	(1)
Total Authorized	NA	NA	1,208	700	699	(509)	(1)

10000-320500-31000 Assistance Payments	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
Other	101,965,424	109,692,638	119,427,647	99,845,552	99,845,552	(19,582,095)	0
Intra Fund Transfers	(2,384,990)	(2,882,448)	(1,443,058)	(1,256,736)	(1,256,736)	186,322	0
Net Appropriation	99,580,434	106,810,190	117,984,589	98,588,816	98,588,816	(19,395,773)	0
Financing							
Revenue	111,700,410	149,268,885	115,767,678	96,671,706	96,671,706	(19,095,972)	0
Total Financing	111,700,410	149,268,885	115,767,678	96,671,706	96,671,706	(19,095,972)	0
Net County Cost	87,880,024	(42,458,695)	2,216,911	1,917,110	1,917,110	(299,801)	0

10000-320600 General Assistance	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	1,047,752	1,037,665	1,523,851	1,573,338	1,573,338	49,487	0
Other	14,627,154	15,422,636	16,943,860	14,714,135	14,714,135	(2,229,725)	0
Intra Fund Transfers	(1,037,361)	(1,102,110)	0	(156,000)	(156,000)	(156,000)	0
Net Appropriation	14,637,545	15,358,191	18,467,711	16,131,473	16,131,473	(2,336.238)	0
Financing							
Revenue	640,524	498,701	1,568,608	1,911,080	1,911,080	342,472	0
Total Financing	640,524	498,701	1,568,608	1,911,080	1,911,080	342,472	0
Net County Cost	13,997,021	14,859,490	16,899,103	14,220,393	14,220,393	(2,678,710)	0

SOCIAL SERVICES AGENCY– WORKFORCE AND HUMAN SERVICES

Paul Leonard
Interim Assistant Agency Director

Financial Summary

SSA Workforce & Human Services	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	57,030,315	99,034,064	(8,500,730)	(241,587)	90,291,747	33,261,432	58.3%
Revenue	66,425,508	98,269,104	2,318,707	0	100,587,811	34,162,303	51.4%
Net	(9,395,193)	764,960	(10,819,437)	(241,587)	(10,296,064)	(900,871)	-9.6%
FTE - Mgmt	52.00	139.00	(19.25)	(2.00)	117.75	65.75	126.4%
FTE - Non Mgmt	44.03	437.36	(18.75)	0.00	418.61	374.58	850.7%
Total FTE	96.03	576.36	(38.00)	(2.00)	536.36	440.33	458.5%

MISSION STATEMENT

To promote self-sufficiency and stability, provide support to individuals and families, and foster a workforce development system that increases the economic vitality and human potential of communities through public and private sector partnerships.

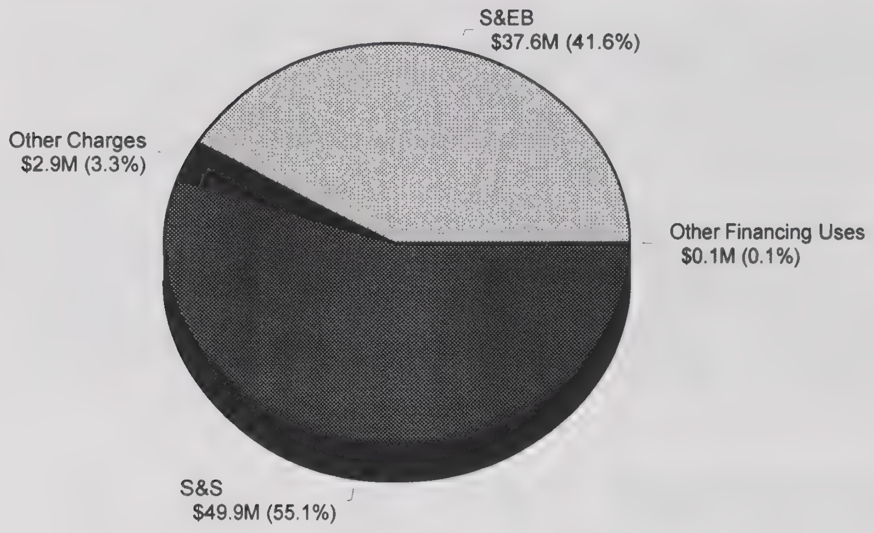
MANDATED SERVICES

Employment, eligibility, and social services to individuals and families are required by State and federal regulations. Referrals are made to appropriate support services to promote self-sufficiency. Programs include: California Work Opportunity and Responsibility to Kids (CalWORKs) and its key components including employment, transportation, child care, domestic violence services, substance abuse, mental health, homeless and safety net, and refugee employment.

DISCRETIONARY SERVICES

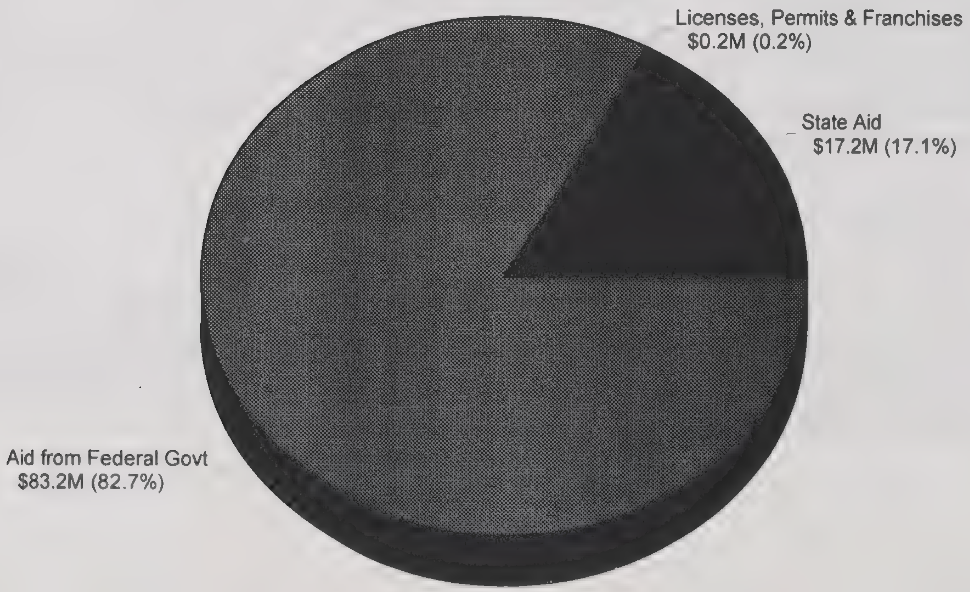
To fully meet the needs of the community, the Department provides the following discretionary services: workforce development services through the Workforce Investment Board (WIB), the Refugee Employment Services program, and safety net services such as food and emergency shelter.

Total Appropriation by Major Object



Intra Fund Transfers $-0.2M

Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 576.36 full-time equivalent positions at a net county cost of $764,960. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $10,160,153 and an increase of 480.33 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**57,030,315**	**66,425,508**	**(9,395,193)**	**96.03**
Salary & Benefit COLA increase	978,761	0	978,761	0.00
Retirement contribution increase	1,884,325	0	1,884,325	0.00
Reclassification/transfer of positions within SSA departments	30,042,084	0	30,042,084	480.33
Mid-year Board approved adjustments	(25,000)	0	(25,000)	0.00
Internal Service Fund adjustments	170,945	0	170,945	0.00
Community-Based Organizations COLA	127,365	0	127,365	0.00
Technical/operating adjustments	(416,989)	0	(416,989)	0.00
Decrease in grant funding	(778,637)	(778,637)	0	0.00
Decrease in federal revenue related to CalWORKs, food stamps, and the Associated Community Action Program	0	(13,698,268)	13,698,268	0.00
Decrease in State revenue	0	(126,259)	126,259	0.00
Technical adjustment to align program expenditures and revenues with operations	10,020,895	46,446,760	(36,425,865)	0.00
Subtotal MOE Changes	**42,003,749**	**31,843,596**	**10,160,153**	**480.33**
2003-04 MOE Budget	**99,034,064**	**98,269,104**	**764,960**	**576.36**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**99,034,064**	**98,269,104**	**764,960**	**576.36**
Increase revenue estimate for CalWORKs closeout	0	1,898,406	(1,898,406)	0.00
Reduce CalWORKs contracts and services	(5,174,621)	0	(5,174,621)	0.00
Reduce staff and reassignment to increase revenue claims	(3,197,439)	420,301	(3,617,740)	(38.00)
Reduce ISF charges based on GSA reductions	(74,179)	0	(74,179)	0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Reduce ISF charges based on ITD reductions	(38,484)	0	(38,484)	0.00
Reduce Risk Management and Workers Compensation charges	(16,007)	0	(16,007)	0.00
Subtotal VBB Changes	**(8,500,730)**	**2,318,707**	**(10,819,437)**	**(38.00)**
2003-04 Proposed Budget	**90,533,334**	**100,587,811**	**(10,054,477)**	**538.36**

Service Impacts

- CalWORKs community-based provider contract reductions will scale back employment services and restrict availability of funding for community-based providers and others to provide job preparation, placement and retention services. Clients, who increasingly have greater barriers to employment, will have substantially more limited opportunities to access necessary and appropriate services to help them find and keep jobs. Specific service reductions will include job placement, retention and advancement services; outreach to families in sanctioned status; vocational assessment contracts; and transportation contracts.

- Reduction of transportation subsidies will make this support unavailable to clients who are working and have lost cash assistance due to federal time limits.

- Reduction of CalWORKs allocation to the Hayward One-Stop Career Center by 30 percent will reduce the availability of employment assistance services provided to CalWORKs and other clients at the One-Stop Center.

- Elimination of drop-in child care services at Self-Sufficiency Centers will require parents to bring their children with them to appointments, make other child care arrangements or limit their appointments with Social Services Agency staff. More than 8,000 children per year currently utilize this service.

The Proposed Budget includes funding for 538.36 full-time equivalent positions at a negative net county cost of $10,054,477.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Workforce and Human Services budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**90,533,334**	**100,587,811**	**(10,054,477)**	**538.36**
Reclassification/transfer of positions	(241,587)	0	(241,587)	(2.00)
Subtotal Board/Final Changes	**(241,587)**	**0**	**(241,587)**	**(2.00)**
2003-04 Approved Budget	**90,291,747**	**100,587,811**	**(10,296,064)**	**536.36**

The Final Budget includes funding for 536.36 full-time equivalent positions at a negative net county cost of $10,296,064.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 536.36 full-time equivalent positions at a negative net county cost of $10,296,064.

MAJOR SERVICE AREAS

CALWORKS CONTRACTS – PARTNERSHIPS WITH COMMUNITY PROVIDERS

Frequently the County partners with community-based organizations, non-profit agencies, schools, businesses, labor unions, private industry councils, and other governmental entities to ensure a coordinated and comprehensive delivery of services for clients.

The CalWORKs contracts allow the Agency to expand service capacity by building on community assets to better match services to individual needs. The contracts include: community-based Work First! employment, job development and retention, self-employment, neighborhood models, transportation assistance, and domestic violence services. There are over 60 individual organizations involved in this network of providers.

Goal:

To improve the economic stability of needy families while supporting their transition from welfare to work.

Objectives:

- Place adult CalWORKs recipients in employment.
- Provide necessary supportive services to adult CalWORKs recipients to help them obtain and retain employment.
- Provide ongoing support to contractors placing adult recipients of CalWORKs into employment.

Workload Measures:

CalWORKs Contracts	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Enrollments per Year	1,934	2,643	2,100	1,900
Placement per Year	772	1,627	1,092	1,330
% of Clients Employed through Community Contracts	40%	62%	52%	70%

STAGE ONE CHILD CARE

Child care is perhaps the most important support service needed by CalWORKs recipients in obtaining and retaining employment. Funding for subsidized child care is provided to CalWORKs recipients by the State through a three-stage system. Stage 1 Child Care is administered by the County, in conjunction with two of the County's privately operated Alternative Payment Providers. Services are provided to CalWORKs recipients as they begin welfare to work activities. Stage 2 Child Care services are administered by seven of the County's Alternative Payment Providers. These child care services are provided to CalWORKs recipients once they have stabilized their employment. Stage 3 Child Care is also administered by Alternative Payment Providers and is provided to former CalWORKs recipients and other working poor families. The subsidy levels and other eligibility requirements for the three stages of child care are determined by the State.

As the number of employed CalWORKs recipients increases, so has the demand for child care. Many of these recipients have achieved stability in their employment and are moving into Stage 2 child care. Thus, while the overall demand for child care has rapidly increased, it has been shifting away from Stage 1 to the later Stages. The Agency expects the level of need for Stage 1 child care to stabilize.

Goal:

To actively participate with the child care community to bring resources and appropriate child care policies to Alameda County.

Objective:

- Facilitate access to quality child care on an ongoing basis.

Workload Measures:

Stage One Child Care	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
CalWORKs Families Stage I per Month	2,787	1,712	1,821	1,821
Cal LEARN Families per Month	70	70	65	65

REFUGEE EMPLOYMENT SERVICE (RES)

To assist refugees entering our community, the Refugee Employment Services program provides job training, job placements, social adjustment and English-as-a-second language services. These services are provided through local community-based organizations with specific language capacities for the array of ethnic groups residing in Alameda County.

Goal:

To assist refugees in their social adjustment and with becoming economically self-sufficient.

Objectives:

- Provide refugees with social adjustment assistance.
- Place refugees in employment on an ongoing basis.

Workload Measures:

Refugee Employment Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Social Adjustment Services per Year	520	395	350	300
Employment Services per Year	420	239	185	150
Job Placements per Year	336	179	148	120
% of Refugees Employed through Community Contracts	80%	75%	80%	80%

EMERGENCY HOUSING

The high cost of housing in the Bay Area is a regional problem for low-income families. With the escalation in rental rates, many low-income families are facing difficulties in finding and/or retaining housing. And, with large increases in utility rates, the problem is expected to increase.

As a critical need, the Agency is able to provide a limited amount of housing assistance. The emergency shelter program provides short-term housing assistance to needy individuals and families. The Community Housing and Shelter Services (CHASS) program provides emergency shelter to homeless single adults in the General Assistance program. To strengthen and expand emergency shelter programs, the Agency increased funding to the CHASS shelters to make facility improvements, provided new funding for shelters in North and South County, and continued funding for Continuum of Care planning.

However, these programs are not long-term solutions. The Agency continues to work with other organizations to identify and/or create safe and affordable housing.

Goal:

To work with other organizations in ensuring that adequate and affordable transitional and permanent housing is available to low-income families in Alameda County.

Objective:

- Provide emergency shelter to those in need.

Workload Measures:

Shelter Capacity	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Shelters	13	12	11	11
Nightly Capacity	n/a	n/a	407	407
Total Bed Nights per Year	n/a	n/a	97,680	97,680

EMERGENCY FOOD ASSISTANCE

The high cost-of-living in the Bay Area is a problem for low-income families. There is also a growing demand for food assistance. To help meet this need, the Community Services budget includes funding for the County's emergency food distribution system. This system provides food assistance to those facing short-term crises and complements the Food Stamp program. The Alameda County Community Food Bank serves as a hub for the system, including procurement of commodities, and distribution to soup kitchens, food boxes, and pantry sites. Volunteer sites supplement emergency food distribution.

Goal:

To actively participate with the local food network to create greater resources and improve access to these resources.

Objective:

- Provide emergency food assistance to those in need.

Workload Measures:

Emergency Food	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of County Sites	10	10	7	7
Families Per Month	4,734	4,734	6,500	6,00
Average # of Monthly Meals	24,105	24,105	33,350	33.350

THE WORKFORCE INVESTMENT BOARD (WIB)

Through the One-Stop Career Centers, the WIB administers: 1) Adult and Dislocated Worker Employment and Training funds; 2) Youth funds; 3) One-Stop Delivery System funds; 4) Welfare to Work Formula funds; and 5) provides some job clubs and post–employment services for some CalWORKs clients. The six One-Stop Career Centers serving the thirteen cities in Alameda County outside of Oakland, one of which is operated by the County, provide a complete array of employment related services.

The WIB strives to ensure that low-income, CalWORKs, dislocated workers, and job seekers are provided with employment services and training to compete successfully in the global market. Relationships with employers in various employment sectors are established to facilitate the placement of clients.

Goal:

To increase the employment, retention, occupational skills and earnings of participants, to improve the quality of the workforce, and reduce welfare dependency.

Objective:

- Place disadvantaged, dislocated, CalWORKs, and other job seekers in employment.

Workload Measures:

Workforce Investment Board	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Adults Enrolled	101	608	668	568
Adult Job Placements	55	129	207	176
% of Job Placements per Enrollments	54%	21%	31%	31%
Youth Served	0	177	150	128
Youth Job Placements	0	0	22	19
% Served Per Job Placements	0%	0%	15%	15%
Youth Enhancements *	0	8	15	15

* Enhancements: Completed GED or HS diploma; returned to school full time or entered trade school/apprenticeship program.

Budget Units Included:

10000-320100-32000 Welfare Administration	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	4,113,294	4,636,376	4,844,353	37,373,084	33,876,942	29,032,589	(3,496,142)
S&S	64,523,978	59,729,474	39,705,137	49,958,792	44,712,617	5,007,480	(5,246,175)
Other	2,821,410	2,886,548	1,890,800	1,890,800	1,890,800	0	0
Intra Fund Transfers	0	0	(247,870)	(247,870)	(247,870)	0	0

10000-320100-32000 Welfare Administration	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Net Appropriation	71,458,682	67,252,398	46,192,420	88,974,806	80,232,489	34,040,069	(8,742,317)
Financing							
Revenue	53,262,001	43,193,045	55,587,613	88,209,846	90,528,553	34,940,940	2,318,707
Total Financing	53,262,001	43,193,045	55,587,613	88,209,846	90,528,553	34,940,940	2,318,707
Net County Cost	18,196,681	24,059,353	(9,395,193)	764,960	(10,296,064)	(900,871)	(11,061,024)
FTE - Mgmt	NA	NA	33.00	120.00	98.75	65.75	(21.25)
FTE - Non Mgmt	NA	NA	20.00	413.33	394.58	374.58	(18.75)
Total FTE	NA	NA	53.00	533.33	493.33	440.33	(40.00)
Authorized - Mgmt	NA	NA	34	121	119	85	(2)
Authorized - Non Mgmt	NA	NA	22	438	433	411	(5)
Total Authorized	NA	NA	56	559	552	496	(7)

22404-320400 Workforce Investment Board	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	1,549,735	1,829,834	3,335,322	3,715,738	3,750,247	414,925	34,509
S&S	5,537,373	4,718,469	4,821,201	4,365,802	4,331,293	(489,908)	(34,509)
Other	24,715	66,388	980,575	980,575	980,575	0	0
Other Financing Uses	0	0	0	74,983	74,983	74,983	0
Net Appropriation	7,111,823	6,614,691	9,137,098	9,137,098	9,137,098	0	0
Financing							
Revenue	2,724,439	4,878,311	9,137,098	9,137,098	9,137,098	0	0
Total Financing	2,724,439	4,878,311	9,137,098	9,137,098	9,137,098	0	0
Net County Cost	4,387,384	1,736,380	0	0	0	0	0
FTE - Mgmt	NA	NA	19.00	19.00	19.00	0.00	0.00
FTE - Non Mgmt	NA	NA	24.03	24.03	24.03	0.00	0.00
Total FTE	NA	NA	43.03	43.03	43.03	0.00	0.00
Authorized - Mgmt	NA	NA	20	20	20	0	0
Authorized - Non Mgmt	NA	NA	38	39	39	1	0
Total Authorized	NA	NA	58	59	59	1	0

22409-320900 Social Services Grants	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	2,858,587	1,378,085	1,623,797	845,160	845,160	(778,637)	0
Other	0	5,084	77,000	77,000	77,000	0	0
Other Financing Uses	4,071	0	0	0	0	0	0
Net Appropriation	2,862,658	1,383,169	1,700,797	922,160	922,160	(778,637)	0
Financing							
Revenue	1,043,698	2,976,956	1,700,797	922,160	922,160	(778,637)	0
Total Financing	1,043,698	2,976,956	1,700,797	922,160	922,160	(778,637)	0
Net County Cost	1,818,960	(1,593,787)	0	0	0	0	0

DEPARTMENT OF CHILD SUPPORT SERVICES

Maureen Lenahan
Director

Financial Summary

Department of Child Support Services	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	28,526,019	31,222,901	0	1,600,000	32,822,901	4,296,882	15.1%
Revenue	28,526,019	31,222,901	0	0	31,222,901	2,696,882	9.5%
Net	0	0	0	1,600,000	1,600,000	1,600,000	0.0%
FTE - Mgmt	63.00	68.00	0.00	0.00	68.00	5.00	7.9%
FTE - Non Mgmt	228.17	232.10	0.00	0.00	232.10	3.93	1.7%
Total FTE	291.17	300.10	0.00	0.00	300.10	8.93	3.1%

MISSION STATEMENT

To establish paternity and child support orders and to collect child and spousal support payments in an efficient and cost effective manner while maintaining the respect and dignity of the public we serve.

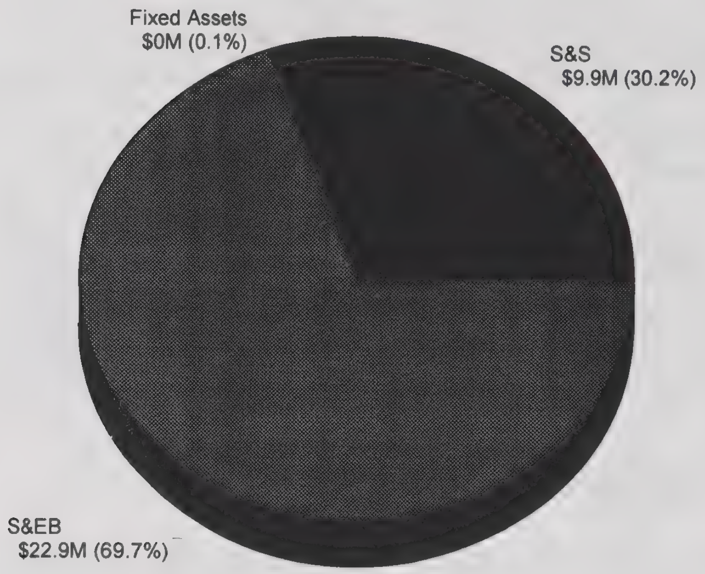
MANDATED SERVICES

California Family Code §17000 et seq mandates the County Department of Child Support Services charged by the State to provide a variety of child support services, including the location of non-custodial parents, the establishment of paternity and child support orders, the enforcement of child support orders and the collection and distribution of child support payments. All services are provided to the public free of charge.

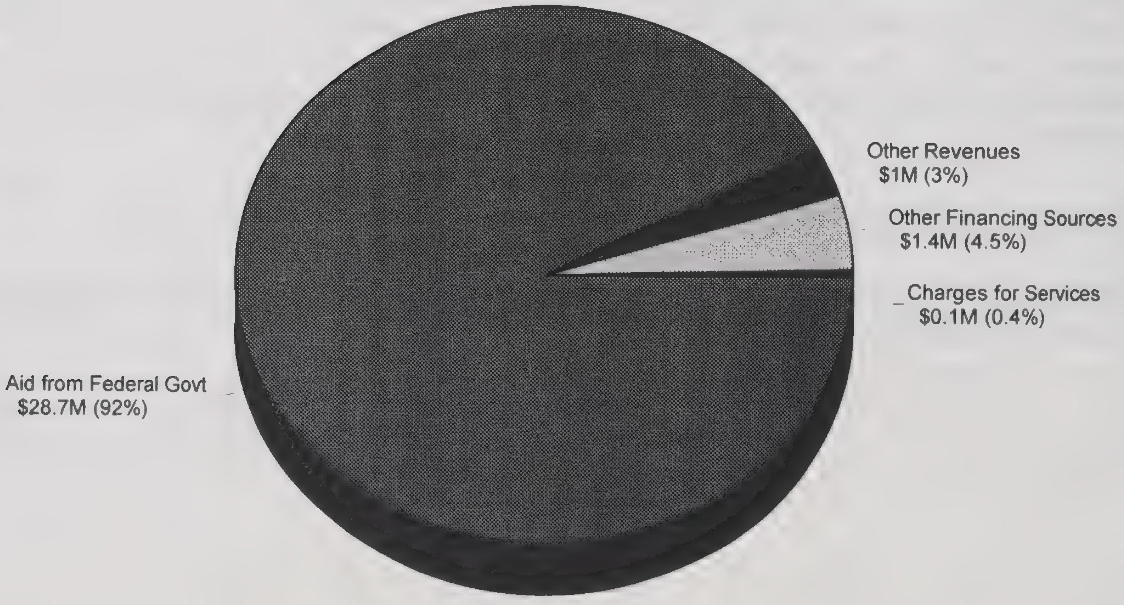
DISCRETIONARY SERVICES

Job training, counseling, parenting, and other services closely linked to successful delivery of mandated services.

Total Appropriation by Major Object



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 300.10 full-time equivalent positions at no net county cost. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in an appropriation and revenue increase of $2,696,882, and 8.93 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**28,526,019**	**28,526,019**	**0**	**291.17**
Salary & Benefit COLA increase	965,982	0	965,982	0.00
Retirement contribution increase	1,071,441	0	1,071,441	0.00
Reclassification/transfer of positions	734,367	734,367	0	8.93
Internal Service Fund adjustments	853,685	0	853,685	0.00
Operating adjustments to reflect allocation decrease	(928,593)	(272,714)	(655,879)	0.00
Increase in departmental revenues	0	820,633	(820,633)	0.00
Use of Designation	0	1,414,596	(1,414,596)	0.00
Subtotal MOE Changes	**2,696,882**	**2,696,882**	**0**	**8.93**
2003-04 MOE Budget	**31,222,901**	**31,222,901**	**0**	**300.10**

VALUES-BASED BUDGETING ADJUSTMENTS

No adjustments are required.

The Proposed Budget includes funding for 300.10 full-time equivalent positions at no net county cost.

FINAL BUDGET ADJUSTMENTS

No adjustments are required.

The Final Budget includes funding for 300.10 full-time equivalent positions at no net county cost.

FINAL/AMENDED BUDGET ADJUSTMENTS

Increased appropriation of $1.6 million to pay the County's share of the State child support penalty.

The Final/Amended Budget includes funding for 300.10 full-time equivalent positions at a net county cost of $1,600,000.

MAJOR SERVICE AREAS

The Alameda County Department of Child Support Services provides services free of charge to custodial and non-custodial parents.

ACCOUNTING SERVICES

The Accounting Unit processes all incoming payments. Payments are processed and distributed within two business days. All payment applications and adjustments are done on-line and in real-time. On average, the office distributes $8 million per month in current and past-due child support payments.

ENFORCEMENT SERVICES

Enforcement Services monitors all cases with child support accounts and prepares delinquent cases for legal enforcement action as appropriate. Staff in the Enforcement Unit serve wage assignments and assignments for medical insurance, monitor changes in employment, review court orders for possible modification, and monitor cases for compliance with the terms of the court orders as well as with State and federal requirements.

LEGAL SERVICES

The Establishment Team prepares all the documentation needed to obtain a court order to establish paternity, child support, and medical support. This includes verifying wage and asset information on the non-custodial parent, prior aid history (if any) for the children, and all information necessary for legal services. Additional legal services are performed by our Legal Section. In addition to recording judgments, our legal staff prepare, file and pursue a variety of legal actions to establish and enforce child support obligations.

LOCATE SERVICES

The Locate Team is responsible for locating the non-custodial parent's residence and assets.

PUBLIC SERVICE CENTER

Public Service Center staff is available from 8:30 a.m. to 5 p.m. to answer incoming phone calls and see the public. The public is seen on a "drop-in" basis, which means that no appointment is necessary.

PUBLIC OUTREACH

Through the use of staff-produced videos and brochures, interactive presentations, and one-on-one meetings, the Department employs a variety of programs to educate the public on the importance of establishing paternity and support through a court order, paying child support as well as participating in their children's lives.

Goal:

To increase the number of children receiving current child support payments on a regular basis.

Objectives:

- Review orders to be sure that the level of current child support is appropriate.
- Using a quality assurance team, ensure that all appropriate enforcement tools are utilized within the required time frames.
- Continue to have caseworkers stay in contact with child support customers and develop collaborative relationships.
- Inform potential customers of available services through an increased Public Outreach program.

Performance Measure:

Performance Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
# of Current Child Support Cases where Payments are Made	63.9%	74.8%	70%	71%

Goal:

To successfully convert to a new Child Support Computer application (CASES) as mandated by the State, making a transition that will not disrupt the delivery of services to our customers, maintain employee productivity, and increase child support collections.

Objectives:

- Develop project plan and select project manager.
- Evaluate all existing business processes to determine what tasks need to be changed.
- Develop a change agent process whereby task and business redesign will be coordinated at the lowest level of the organization.
- Develop and implement a training program that will address the use of the new computer system with existing and revised business processes.

Performance Measure:

Performance Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Collections per Case	$1,696	$1,789	$1,832	$2,055

Goal:

To obtain more court orders for children of Alameda County.

Objectives:

- Develop the Department's outreach component to inform potential custodial parents of our services and how to access them.
- Use of Internet resources to locate non-custodial parents.
- Work with Family Law Courts to coordinate the issuance of new court orders through the Department.
- Utilize the new federal case registry information more as a locate tool.

Performance Measure:

Performance Measure	FY 2001 Actual	FY 2002 Goal	FY 2003 Goal	FY 2004 Goal
% of Cases with Court Orders	87.5%	87.6%	87.7%	88%

Budget Units Included:

10000-330100 Department of Child Support Services	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	15,434,278	18,169,572	20,134,429	22,906,219	22,876,136	2,741,707	(30,083)
S&S	7,619,566	8,518,566	8,271,590	8,286,682	9,916,765	1,645,175	1,630,083
Fixed Assets	142,597	231,754	120,000	30,000	30,000	(90,000)	0
Other Financing Uses	0	39,020	0	0	0	0	0
Net Appropriation	23,196,441	26,958,912	28,526,019	31,222,901	32,822,901	4,296,882	1,600,000
Financing							
Revenue	23,188,788	30,438,355	28,526,019	31,222,901	31,222,901	2,696,882	0
Total Financing	23,188,788	30,438,355	28,526,019	31,222,901	31,222,901	2,696,882	0
Net County Cost	7,653	(3,479,443)	0	0	1,600,000	1,600,000	1,600,000
FTE - Mgmt	NA	NA	63.00	68.00	68.00	5.00	0.00
FTE - Non Mgmt	NA	NA	228.17	232.10	232.10	3.93	0.00
Total FTE	NA	NA	291.17	300.10	300.10	8.93	0.00
Authorized - Mgmt	NA	NA	63	68	68	5	0
Authorized - Non Mgmt	NA	NA	230	236	236	6	0
Total Authorized	NA	NA	293	304	304	11	0

PUBLIC PROTECTION

PUBLIC PROTECTION

Financial Summary

Public Protection	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	388,318,688	431,731,970	(16,836,674)	2,401,871	417,297,167	28,978,479	7.5%
AFB	75,443	71,026	0	0	71,026	(4,417)	-5.9%
Revenue	246,776,858	246,361,574	1,068,857	701,871	248,132,302	1,355,444	0.5%
Net	141,466,387	185,299,370	(17,905,531)	1,700,000	169,093,839	27,627,452	19.5%
FTE - Mgmt	636.50	651.42	(29.67)	0.92	622.67	(13.83)	-2.2%
FTE - Non Mgmt	2,239.30	2,272.47	(101.78)	13.24	2,183.93	(55.37)	-2.5%
Total FTE	2,875.80	2,923.89	(131.45)	14.16	2,806.60	(69.20)	-2.4%

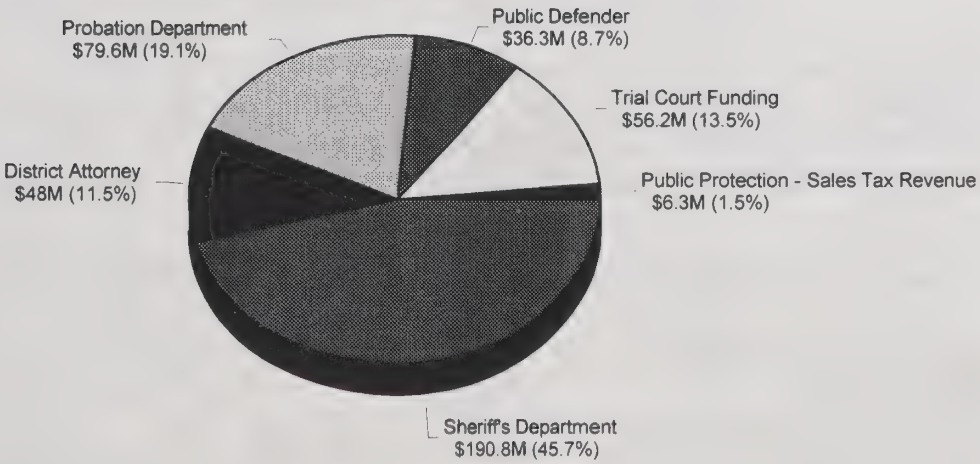
MISSION STATEMENT

To provide for the safety and security of the citizens of Alameda County.

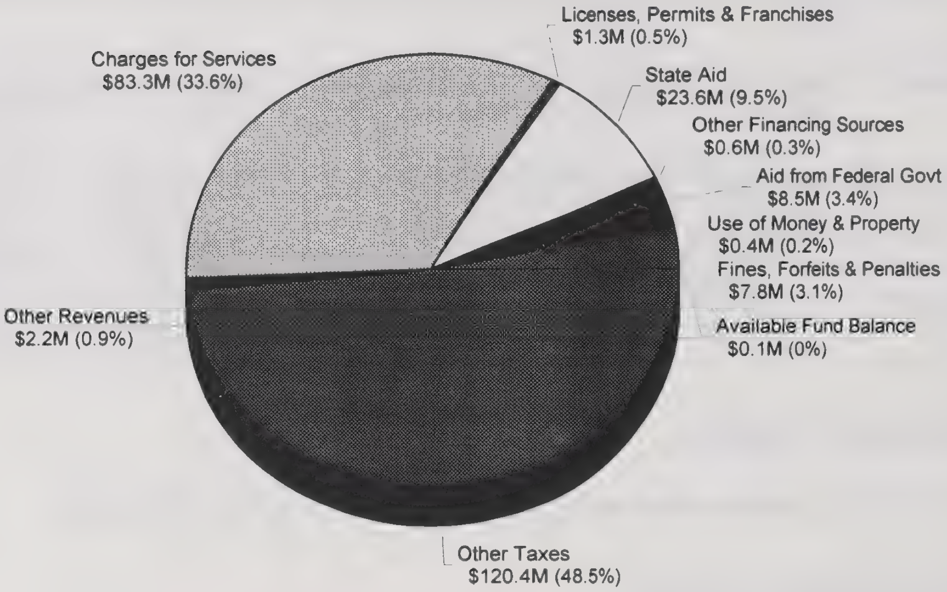
MAJOR SERVICE AREAS

The Public Protection services include: District Attorney, Fire, Probation, Public Defender, Sheriff, and Trial Court Maintenance of Effort.

Appropriation by Department



Total Revenue by Source



FINAL/AMENDED BUDGET

The Final/Amended Budget includes funding for 2,806.60 full-time equivalent positions at a net county cost of $169,093,839. The budget includes an increase of $27,627,452 in net county cost and a decrease of 69.20 full-time equivalent positions.

SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 2,923.89 full-time equivalent positions at a net county cost of $185,299,370. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $43,832,983 and 48.09 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**388,318,688**	**246,852,301**	**141,466,387**	**2,875.80**
District Attorney				
Salary & Benefit COLA increase	2,286,756	0	2,286,756	0.00
Retirement contribution increase	2,663,212	0	2,663,212	0.00
Reclassification/transfer of positions	36,317	36,317	0	(0.50)
Mid-year Board approved adjustments	2,632,497	0	2,632,497	26.59

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Internal Service Fund adjustments	479,338	0	479,338	0.00
Technical/operating adjustments	2,379	0	2,379	0.00
Eliminate one-time use of revenue from designation	0	(1,300,154)	1,300,154	0.00
Increase in departmental revenues from vertical prosecution grants	0	1,656,902	(1,656,902)	0.00
Total District Attorney	***8,100,499***	***393,065***	***7,707,434***	***26.09***
Probation Department				
Salary & Benefit COLA increase	7,262,325	0	7,262,325	0.00
Retirement contribution increase	3,055,769	0	3,055,769	0.00
Mid-year Board approved adjustments	0	0	0	6.00
Community-Based Organization COLA	3,304	0	3,304	0.00
Internal Service Fund adjustments	1,203,519	0	1,203,519	0.00
Adjustment to grant funds	(593,328)	(199,768)	(393,560)	0.00
Increase in Title IV-E revenue	0	1,209,694	(1,209,694)	0.00
Decrease in realignment revenue	0	(284)	284	0.00
Increase in Prop 36 revenue	0	180,648	(180,648)	0.00
Increase in vehicle theft, restitution collections, and Narcotics Task Force revenues	0	221,000	(221,000)	0.00
Eliminate Title IV-A revenue	0	(939,178)	939,178	0.00
Other departmental revenue adjustments	0	(492,855)	492,855	0.00
Total Probation	***10,931,589***	***(20,743)***	***10,952,332***	***6.00***
Public Defender/Indigent Defense				
Salary & Benefit COLA increase	1,175,290	0	1,175,290	0.00
Retirement contribution increase	1,370,233	0	1,370,233	0.00
Internal Service Fund adjustments	382,298	0	382,298	0.00
Technical/operating adjustments	22,645	0	22,645	0.00
Termination of grant	(98,857)	(98,857)	0	0.00
Court-appointed attorney COLA	278,366	0	278,366	0.00
Increase in departmental revenues from child dependency representations	0	302,179	(302,179)	0.00
Eliminate one-time use of designation revenue	0	(709,573)	709,573	0.00
Total Public Defender/Indigent Defense	***3,129,975***	***(506,251)***	***3,636,226***	***0.00***
Sheriff's Department				
Salary & Benefit COLA increase	8,351,170	0	8,351,170	0.00
Retirement contribution increase	7,144,273	0	7,144,273	0.00
Reclassification/transfer of positions	0	0	0	11.00
Mid-year Board approved adjustments	1,037,658	1,037,658	0	3.00
Internal Service Fund adjustments	3,391,919	35,166	3,356,753	0.00
Contract COLA increase	833,522	0	833,522	0.00
Technical/operating adjustments	(41,133)	0	(41,133)	0.00
Grant related adjustments	212,257	212,257	0	(1.00)
Departmental revenue adjustments	0	(198,792)	198,792	0.00
Total Sheriff's Department	***20,929,666***	***1,086,289***	***19,843,377***	***13.00***

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Trial Court Funding				
Salary & Benefit COLA increase	924,217	0	924,217	0.00
Retirement contribution increase	1,025,435	0	1,025,435	0.00
Pretrial services contract COLA	6,871	0	6,871	0.00
Internal Service Fund adjustments	(1,370,645)	0	(1,370,645)	0.00
Court security services adjustments	191,964	191,964	0	3.00
Increase in departmental revenues	0	2,035,975	(2,035,975)	0.00
Total Trial Court Funding	***777,842***	***2,227,939***	***(1,450,097)***	***3.00***
Public Safety Sales Tax				
Adjustments to Prop 172 funding	(456,289)	(3,600,000)	3,143,711	0.00
Total Public Safety Sales Tax	***(456,289)***	***(3,600,000)***	***3,143,711***	***0.00***
			0	
Subtotal MOE Changes	**43,413,282**	**(419,701)**	**43,832,983**	**48.09**
2003-04 MOE Budget	**431,731,970**	**246,432,600**	**185,299,370**	**2,923.89**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE	**431,731,970**	**246,432,600**	**185,299,370**	**2,923.88**
District Attorney				
Reduce Branch Operations	(431,723)	0	(431,723)	(2.92)
Reduce Front Counter Support	(588,232)	0	(588,232)	(10.50)
Eliminate Cold Hit Program support	(198,707)	0	(198,707)	(1.00)
Eliminate CALICO attorney support	(198,708)	0	(198,708)	(1.00)
Reduce Investigative Support	(688,874)	0	(688,874)	(5.58)
Reduce Welfare Fraud program	(365,173)	0	(365,173)	(10.42)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(100,794)	0	(100,794)	0.00
Total District Attorney	***(2,572,211)***	***0***	***(2,572,211)***	***(31.42)***
Public Defender				
Reduce funded vacancies	(939,801)	0	(939,801)	(7.00)
Reduce Branch Operations	(155,150)	0	(155,150)	(0.92)
Reduce Investigative Services	(222,181)	0	(222,181)	(1.83)
Use of Public Safety Designation Fund	0	621,059	(621,059)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(73,483)	0	(73,483)	0.00
Total Public Defender	***(1,390,615)***	***621,059***	***(2,011,674)***	***(9.75)***

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Sheriff's Department				
Increase booking fee revenue	85,000	230,000	(145,000)	
Reduce SSA contract	0	0	0	(5.00)
Reduce Sheriff Technician support in SR Jail Programs	(1,345,292)	0	(1,345,292)	(19.25)
Reduce vacant funded positions	(1,028,181)	0	(1,028,181)	(11.00)
Reduce fleet vehicles	(36,960)	0	(36,960)	
Reduce SRJ reception hours	(111,060)	0	(111,060)	(1.83)
Reduce sheriff support to Auto Theft Task Force	(94,366)	0	(94,366)	(0.83)
Reduce Parking/Abandoned Vehicle Enforcement Unit	(413,717)	0	(413,717)	(4.67)
Reduce Technician support to the ETS telephone reporting unit	(451,211)	0	(451,211)	(6.00)
Reduce deputy support to Prisoner Pick-up/Warrant service unit	(226,476)	0	(226,476)	(2.00)
Reduce staffing to Recruitment & Backgrounds Unit	(634,820)	0	(634,820)	(6.00)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(794,571)	0	(794,571)	0.00
Total Sheriff's Department	***(5,051,654)***	***230,000***	***(5,281,654)***	***(56.58)***
Probation				
Eliminate vacant funded positions in Juvenile Institutions	(1,115,147)	0	(1,115,147)	(15.00)
Eliminate Weekend Training Academy program	(375,766)	0	(375,766)	(5.37)
Reduce capacity of Camp Sweeney	(1,132,792)	(32,202)	(1,100,590)	(13.33)
Reduce janitorial services at Juvenile Hall	(500,000)	0	(500,000)	0.00
Redirect Juvenile Justice Crime Prevention Act revenues to Gender-Specific services	(327,862)	0	(327,862)	0.00
Reduce CBO contracts and redirect revenues to Juvenile Probation services	(2,000,000)	0	(2,000,000)	0.00
Increase revenue estimate for Targeted Case Management of Medi-Cal eligible individuals	0	250,000	(250,000)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(272,599)	0	(272,599)	0.00
Total Probation	***(5,724,166)***	***217,798***	***(5,941,964)***	***(33.70)***
Public Safety Sales Tax				
Adjustment to Prop 172 funding	(1,500,000)	0	(1,500,000)	0.00
Total Public Safety Sales Tax	***(1,500,000)***	***0***	***(1,500,000)***	***0.00***
Trial Court Funding				
Reduce Discretionary Services & Supplies	(500,000)	0	(500,000)	0.00
Reduce ISF charges based on GSA and Risk Management reductions	(98,028)	0	(98,028)	0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Total Trial Court Funding	*(598,028)*	*0*	*(598,028)*	*0.00*
Subtotal VBB Changes	**(16,836,674)**	**1,068,857**	**(17,905,531)**	**(131.45)**
2003-04 Proposed Budget	**414,895,296**	**247,501,457**	**167,393,839**	**2,792.44**

- Use of Fiscal Management Reward Program savings of $4,146,195 contributed by the following departments:
  - Sheriff - $4,000,000
  - Public Defender - $98,011
  - District Attorney - $48,184

Service Impacts

District Attorney

- Reducing branch operations may impact the District Attorney's ability to staff the smaller branch court facilities.

- Reducing reception services will mean fewer personnel to assist the public when they come into the various offices for assistance and may also make it more difficult to contact attorneys and investigators.

- Eliminates continuous attorney support to the Cold Hit program which coordinates the development and investigation of serious offenses through DNA profile analysis. This lack of legal and factual coordination will result in fewer homicide and sexual assault cases solved and fewer prosecutable cases.

- Elimination of continuous attorney support to the CALICO child abuse center which coordinates investigations and services to abuse victims. Without this legal advisor to ensure legal integrity of forensic interviews or legal support, guidance and direction, criminal child abuse case development will be more difficult. Consequently, cases may be less well developed resulting in more trials and more children required to testify in court.

- A reduction in investigative services results in fewer inspectors available for special investigations involving complex and sensitive crimes as well as trial support. The reduction of investigator support for cases that are to be tried will affect the ability of the District Attorney's Office to successfully prosecute cases. Historically, there have been more than 8,000 felony cases filed. The reduction will result in fewer inspectors available for trial support, including conducting follow-up interviews, completing necessary investigations and serving subpoenas to ensure witness attendance in court. The remaining inspectors will be required to increase their already overloaded caseload.

Probation

- The reduction of contracts with community-based organizations participating in the Prevention Network will reduce the level of services to at-risk youth. Prevention services include youth service center, case management, and local service area contracts that provide a diverse array of prevention services including counseling, diversion, after-school programming, parenting support/classes, educational support, anger management, drug and alcohol education and gang prevention. These reductions will be used to fund new initiatives, including a Truancy Program, a High-Risk Youth Program, and Intervention and Prevention Programs. Specific reductions in support of these new programs include:
  - A 15% decrease in Youth Service Center contracts that provide crisis intervention counseling and family reunification services, including services to youth that are placed in the crisis receiving home;
  - A 15% decrease in Case Management contracts that provide service; and linkages for families, integrated individualized services, information and referral.
  - A 50% decrease in Local Service Area and related contracts. These contracts provide supportive services to youth and families, including counseling, diversion, tutoring, parenting, and information and referral.
- The Weekend Training Academy program (WETA) provides the Juvenile Court and Probation officers with a sanction alternative for youth engaging in misconduct. The program currently serves an average of 212 youth each month. All WETA services will be eliminated and use of detention at Juvenile Hall may increase as a result.
- The elimination of vacant positions in Juvenile Institutions will reduce opportunities for hiring additional staff, and may hinder the department's ability to comply with mandated staffing ratios for Juvenile Hall. In addition, it may lead to increased overtime costs to assure the maintenance of mandated staffing ratios during all shifts.
- The capacity of Camp Sweeney will be reduced from 80 to 45 minors. Camp will remain as a placement option, but will accommodate fewer minors. To the extent they are available, alternative placement options may be more highly utilized as a result. Such alternatives will likely be more distant from the homes of probationers, reducing their contact with families during placement, and may lead to increased costs for placements. In addition, the loss of this option may also lead to longer stays at Juvenile Hall for youth awaiting placement.
- The reduction of janitorial services at Juvenile Hall will require the resumption of programs to involve detained minors in the maintenance of this facility. Juveniles will assume daily facility maintenance duties for detention units, including sweeping,

mopping, dusting, and sanitizing bathrooms. This change may degrade the overall cleanliness of Juvenile Hall.

- The redirection of Juvenile Justice Crime Prevention Act revenues to support gender-specific services will enhance service levels for girls under Probation supervision.
- Increased revenues for Targeted Case Management will allow the department to claim expenses related to case management for Medi-Cal eligible individuals and improve access to health insurance.

Public Defender

- Eliminating vacant positions will hamper the department's ability to hire support staff and to flexibly staff positions.
- Reducing branch operations may impact the Public Defender's ability to staff the smaller branch court facilities.
- Eliminating the attorney handling on-campus recruitment and interviewing will impact ability to meet affirmative action goals.

Sheriff

- Increase in revenue anticipated from the inmate booking fee increase effective July 1st. This is the fee charged to jurisdictions for placing inmates in the county jail.
- Reducing Sheriffs Technician support to various Santa Rita Jail programs will impact the ability of the Maximizing Opportunities for Mothers to Succeed (MOMS) program to track graduates; hamper the tracking of staff training; interfere with the scheduling of out-of-county prisoner pick-up; delay processing of inmates in and out of custody and getting inmates to court; and reduce support at the Community Re-entry Center (CRC).
- Reducing funded vacant positions will permanently shift some duties to other staff and reduce staffing flexibility.
- Eliminating the midnight front lobby shift at Santa Rita will close the desk during those hours causing the public and bail bonds staff to wait until the morning shift to conduct business.
- Eliminating the detective support on the Alameda County Regional Auto Theft Task Force will restrict the ability to take a regional approach to preventing and solving these types of crimes.
- Reducing the Parking/Abandoned Vehicle Enforcement Unit will shift duties to patrol units and will reduce citation, fine, and vehicle release revenue.

- Reducing Technician support to the Eden Township Substation Telephone Reporting Unit which takes citizen reports both on the phone and at the front desk, will shift tasks to patrol staff. These positions are currently vacant.

- Eliminating Prisoner Pick-up/Warrant Service Unit, which handles retrieval of inmates from other jurisdictions based on Alameda County warrants, will shift this function to Santa Rita.

Trial Court Funding

- Reduce available funding for court facilities lease increases or facilities projects.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in Public Protection include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**414,895,296**	**247,501,457**	**167,393,839**	**2,792.43**
District Attorney adjustments to reflect accrual of State revenue	533,000	533,000	0	0.00
Public Defender adjustments to reflect accrual of State revenue	143,000	143,000	0	0.00
Sheriff mid-year adjustments	15,137	15,137	0	(3.00)
Board restoration of proposed Sheriff's staffing reductions offset with prior year FMR savings	1,700,000	0	1,700,000	23.75
Restore Camp Sweeney capacity by 15 beds	393,573	10,734	382,839	4.58
Restore TANF funding for Probation CBO contracts	727,449	0	727,449	0.00
Eliminate vacant funded positions in Probation	(941,393)	0	(941,393)	(11.16)
Reduce Probation's Discretionary Services & Supplies	(168,895)	0	(168,895)	0.00
Subtotal Board/Final Changes	**2,401,871**	**701,871**	**1,700,000**	**14.17**
2003-04 Approved Budget	**417,297,167**	**248,203,328**	**169,093,839**	**2,806.60**

The Final Budget includes funding for 2,806.60 full-time equivalent positions at a net county cost of $169,093,839.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 2,806.60 full-time equivalent positions at a net county cost of $169,093,839.

MAJOR ACCOMPLISHMENTS IN 2002-2003

DISTRICT ATTORNEY

- Established a High Tech-Identity Theft Unit to investigate and prosecute cases of stolen identities as well as high tech crimes.
- Re-constituted the Restitution Unit, which tracks the amount of restitution owed by a defendant and aggressively advocates for court-ordered restitution.
- Provided Victim-Witness support in the Civil Restraining Order Courts throughout the County, that issued civil protective orders for victims of domestic violence, stalking and elder abuse. The Victim-Witness Advocate assisted victims of these crimes in a Civil Court where they would be representing themselves against the perpetrator of the criminal behavior.

FIRE DEPARTMENT

- Added Lawrence Berkeley National Laboratory as a service contract agency with one engine company and 12 firefighters.
- Completed construction of two new City of San Leandro fire stations.
- Completed construction of two new City of Dublin stations.
- Put into operation State Certified Heavy Rescue Vehicle.
- Regional Dispatch Center at Lawrence Livermore National Laboratory became operational.
- Assumed first responder responsibilities at Alameda County Fair Grounds.
- Continued to encourage local, State, and federal agency cooperation and response to terrorism threat.

PROBATION

Administration

- Held monthly forums with community services providers, which provided ongoing communication to solicit and develop methods for the Department to respond to client needs that present obstacles to rehabilitation.
- Nearing completion of a multi-year project for a new Management Information System, to replace the current 20-year-old JUVIS System.

- Upgraded all computers in the Juvenile Services Unit to meet the system requirements to run our new Management Information System.

- Succeeded in achieving substantial compliance in the Standards and Training for Corrections Program.

Adult Services

- Expanded the number of clients assigned to the Mentally Ill Offender Crime Reduction Program caseload by 30 (200%). The program, which provides enhanced services to seriously mentally-ill probationers is a collaborative with the Sheriff's Office and Behavioral Health Care Services.

- Designated a Deputy Probation Officer to a newly developed caseload that provides comprehensive services to at-risk male offenders, 18 -25 years old, who reside in specified Oakland zip code area.

- Expanded efforts to collect court-ordered restitution.

- Increased the number of clients enrolled and receiving life skills and educational training in the SKILLS Shop by five percent.

- Received a Department of Health and Human Services Agency (DHHSA) $10,000 mini-grant. As lead agency, the Department will develop domestic violence training for East Bay probation departments.

Juvenile Services

- Expanded the Community Probation Program to include three Deputy Probation Officers assigned to assess and partner with community providers to deliver gender-specific services to juvenile female offenders.

- Created a Truancy Unit to partner with the District Attorney, the Juvenile Courts, and school districts in Alameda County to address the growing problem of at-risk youth not attending school. The Deputy Probation Officers in the unit conduct truancy mediation with the District Attorney, refer youth and families to school/community resources, and follow up on their participation, conduct home/school visits, and track case outcomes.

- Provided division-wide training to investigation and supervision staff in children's educational rights to increase probation officers' ability to support and advocate for academic success for juvenile offenders.

- Hosted a two-day summer summit for girls on probation, entitled "Sister 2 Sister: Mind, Body and Soul." The design of the summit was created to help instill a sense of self-worth, self-awareness, sisterhood, and unity in the participants. The summit included an evening banquet and fashion show, and a day of educational workshops and networking with various federal, State, and community agencies to provide increased support for young women on probation.

Juvenile Institutions

- Partnered with Alameda County Office of Education and Alameda County Library to increase participation in "Write To Read," a program designed to increase literacy skills and improve chances for future success by exposing detained youth to various authors who facilitated workshops and provided the youth with books and other literature for their use.

- Collaborated with the Alameda County Office of Education to institute an Orientation and Assessment class in Juvenile Hall Intake, to ensure that all minors brought into detention are tested to identify learning levels and any special education needs.

- In partnership with the Alameda County Office of Education, increased academic achievements as shown by 21 minors achieving high school graduation requirements, including 19 earning GEDs, and 69 minors progressing one grade level in Reading/English during the first 60-day period after commitment to Camp.

- Increased volunteer-sponsored programs to include a Life Skills weekly class presented by Catholic Charities Detention Ministry, Mothers Against Murder and Aggression (MAMAs) counseling program, Beat Within writing program, God Squad religious counseling, Playmaking Project for minors to write plays for Berkeley Repertory actors to act out, Cornerstone Foundation for Education Advancement program for minors to learn about architecture and building construction, and Youth Radio, which was featured in a film for public television entitled "California Connected," including Camp minors.

- Installed a secondary perimeter fence around the Juvenile Hall facility.

- Participated in and facilitated Comprehensive Study of the Alameda County Juvenile Justice System, an ongoing effort to develop a strategic approach towards services for at-risk and delinquent youth.

- Contributed to completion of Environmental Impact Report/Environmental Impact Study for construction of a new Juvenile Justice Facility, to be built adjacent to the current Juvenile Hall site.

PUBLIC DEFENDER

- In August, 2002, the Public Defender took occupancy of new office space in Oakland accommodating combined attorney, investigator and support staff consolidated from Berkeley, Alameda and Oakland branch offices, Juvenile West, and Dependency units. The new Oakland offices are within close proximity to court facilities at 661 Washington Street and 400 Broadway.

- The Public Defender continues to meet with senior staff in the legal and investigator divisions at regular intervals to discuss, update, and/or establish policies relating to investigative practices. Efforts in FY 2002-2003 culminated in mandatory office-wide training for attorneys and investigators, covering issues and policies relating to investigative practices as directed by attorney staff and executed by investigative staff.

SHERIFF'S DEPARTMENT

- In July, the Commission on Accreditation for Law Enforcement Agencies (CALEA) awarded the Sheriff's Office its second reaccredidation. CALEA's overall purpose is to improve the delivery of law enforcement services, through a law enforcement agency accreditation program that is organized and maintained in the public interest. The Alameda County Sheriff's Office is the only Sheriff's Office in the State of California that is accredited by CALEA.

- During the Christmas Holiday Season, the Sheriff's Office participated in a pro-active drunk driving enforcement program called "Avoid the 21." Avoid the 21 program is comprised of law enforcement agencies from Alameda County. The program is intended to keep our roadways safe by arresting drunk drivers before they cause injury to themselves or other motorists.

- Members of the Alameda County Sheriff's Office Special Response Unit participated in the "2002 High Sierra Echo Challenge" organized by the Federal Bureau of Investigation. This competitive challenge is physically demanding and stresses teambuilding and problem solving. Each law enforcement team was tasked with navigating a 45-mile course on foot and problem solving at eighteen different checkpoints. Members of the Alameda County Sheriff's Office Special Response Unit finished with the fastest time of all the participating teams. The Special Response Unit enables the Sheriff's Office to resolve critical incidents such as hostage situations and barricaded suspects.

- Sheriff Deputies and County Zoning Officials worked together in the unincorporated areas of the County to remove unsightly and potentially hazardous vehicles to improve the quality of our neighborhoods.

Public Protection	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	233,029,287	267,093,200	251,568,205	290,542,907	280,653,774	29,085,569	(9,889,133)
S&S	144,802,269	151,207,356	139,636,885	144,800,528	141,158,671	1,521,786	(3,641,857)
Other	1,228,714	1,810,695	1,861,016	1,861,016	1,861,016	0	0
Fixed Assets	1,507,716	1,789,761	452,372	629,222	629,222	176,850	0
Intra Fund Transfers	(8,505,237)	(14,350,454)	(14,037,618)	(14,283,894)	(13,687,707)	349,911	596,187
Other Financing Uses	4,048,507	746,673	8,837,828	8,182,191	6,682,191	(2,155,637)	(1,500,000)
Net Appropriation	376,111,256	408,297,231	388,318,688	431,731,970	417,297,167	28,978,479	(14,434,803)
Financing							
AFB	(13,124)	20,154	75,443	71,026	71,026	(4,417)	0
Revenue	266,150,389	274,368,865	246,776,858	246,361,574	248,132,302	1,355,444	1,770,728
Total Financing	266,137,265	274,389,019	246,852,301	246,432,600	248,203,328	1,351,027	1,770,728
Net County Cost	109,973,991	133,908,212	141,466,387	185,299,370	169,093,839	27,627,452	(16,205,531)
FTE - Mgmt	NA	NA	636.50	651.42	622.67	(13.83)	(28.75)
FTE - Non Mgmt	NA	NA	2,239.30	2,272.47	2,183.93	(55.37)	(88.54)
Total FTE	NA	NA	2,875.80	2,923.89	2,806.60	(69.20)	(117.29)
Authorized - Mgmt	NA	NA	709	763	765	56	2
Authorized - Non Mgmt	NA	NA	2,488	2,594	2,559	71	(35)
Total Authorized	NA	NA	3,197	3,357	3,324	127	(33)

Total Funding by Source

Major Funding Source	2002 - 03 Budget	Percent	2003 - 04 Budget	Percent
Other Taxes	$124,009,968	31.9%	$120,409,968	28.9%
Licenses, Permits & Franchises	$942,793	0.2%	$1,285,559	0.3%
Fines, Forfeits & Penalties	$8,860,917	2.3%	$7,803,097	1.9%
Use of Money & Property	$443,472	0.1%	$372,979	0.1%
State Aid	$19,969,431	5.1%	$23,647,805	5.7%
Aid from Federal Govt	$0	0.0%	$8,501,209	2.0%
Charges for Services	$0	0.0%	$83,306,058	20.0%
Other Revenues	$17,552,415	4.5%	$2,184,568	0.5%
Other Financing Sources	$2,209,495	0.6%	$621,059	0.1%
Available Fund Balance	$75,443	0.0%	$71,026	0.0%
Subtotal	$174,063,934	44.8%	$248,203,328	59.5%
County-Funded Gap	$214,254,754	55.2%	$169,093,839	40.5%
TOTAL	$388,318,688	100.0%	$417,297,167	100.0%

Departments Included:

District Attorney
Fire
Probation
Public Defender/Indigent Defense
Sheriff
Trial Court Funding

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Public Protection								
Superior Court								
Stiles Hall	163,824	1,365	5,506	6,871			170,695	6,871
Total – Superior Court	163,824	1,365	5,506	6,871	0	0	170,695	6,871
Dispute Resolution Programs								
Alameda County Bar Association	66,000			0			66,000	0
Berkeley Dispute Resolution Service	78,100			0			78,100	0
California Lawyers for the Arts	10,000			0			10,000	0
Catholic Charities	59,000			0			59,000	0
Center for Community Dispute Settlement	48,000			0			48,000	0
Conciliation Forums of Oakland	68,600			0			68,600	0
Mediation Resolution Service	62,000			0			62,000	0
Total – Dispute Resolution Programs	391,700	0	0	0	0	0	391,700	0
Probation Department								
Adolescent Treatment Centers, Inc.	111,408			0			111,408	0
Alameda Co. Youth Dev. Inc. (Scotlan)	399,353			0		(22,870)	376,483	(22,870)
Alameda County Office of Education	124,496			0		(43,574)	80,922	(43,574)
Asian Community Mental Health Services	70,866			0		(28,269)	42,597	(28,269)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Berkeley Youth Alternatives	267,428			0		(37,660)	229,768	(37,660)
Castro Valley Unified School District	78,324			0		(23,849)	54,475	(23,849)
Catholic Charities	43,850			0			43,850	0
Center for Family Counseling	402,670			0		(18,012)	384,658	(18,012)
City of Fremont	472,823			0		(64,056)	408,767	(64,056)
City of Hayward	511,041			0		(66,756)	444,285	(66,756)
City of Livermore	327,229			0		(14,428)	312,801	(14,428)
Conciliation Forums of Oakland	60,361			0		(27,861)	32,500	(27,861)
Donald McCullum Youth Court, Inc.	79,218			0		(28,848)	50,370	(28,848)
East Bay Asian Youth Center	71,463			0		(28,506)	42,957	(28,506)
East Bay Asian Youth Center	169,417			0			169,417	0
Eden I & R, Inc.	60,000			0		(54,220)	5,780	(54,220)
Fremont Unified School District	75,171			0		(26,551)	48,620	(26,551)
Girl's Incorporated of Alameda County	78,108	656	2,648	3,304		(3,304)	78,108	0
Girl's Incorporated of Alameda County	167,690			0			167,690	0
Haight-Ashbury (Ujima House)	277,660			0		(139,179)	138,481	(139,179)
Livermore Area Recreational District	19,366			0	(19,366)		0	(19,366)
Livermore Valley Joint Unified School District	65,833			0		(13,407)	52,426	(13,407)
Newark USD Newark Memorial High School	76,207			0		(50,281)	25,926	(50,281)
Parental Stress Services, Inc.	463,110			0			463,110	0
Pleasanton Unified School District	76,557			0		(17,193)	59,364	(17,193)
Public Health MOU	290,250			0			290,250	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
San Leandro Unified School District	78,324			0		(20,353)	57,971	(20,353)
San Lorenzo Unified School District	110,076			0		(31,745)	78,331	(31,745)
Second Chance, Inc.	189,838			0		(16,508)	173,330	(16,508)
Seventh Step Foundation	343,220			0			343,220	0
Seventh Step Foundation	363,937			0		(363,937)	0	(363,937)
Union City Police Department	186,280			0		(31,538)	154,742	(31,538)
Valley Community Health Center	61,520			0		(11,885)	49,635	(11,885)
Xanthos, Inc.	287,037			0		(22,624)	264,413	(22,624)
YMCA of the East Bay	71,339			0		(28,457)	42,882	(28,457)
Young Women's Christian Assn of Oakland	241,490			0		(3,671)	237,819	(3,671)
Total – Probation Department	6,772,960	656	2,648	3,304	(19,366)	(1,239,542)	5,517,356	(1,255,604)
Total – Public Protection	7,328,484	2,021	8,154	10,175	(19,366)	(1,239,542)	6,079,751	(1,248,733)

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DISTRICT ATTORNEY

Thomas J. Orloff
District Attorney

Financial Summary

District Attorney	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	41,970,821	50,071,320	(2,572,211)	533,000	48,032,109	6,061,288	14.4%
Revenue	7,145,641	7,538,706	0	533,000	8,071,706	926,065	13.0%
Net	34,825,180	42,532,614	(2,572,211)	0	39,960,403	5,135,223	14.7%
FTE - Mgmt	266.50	279.42	(19.00)	0.00	260.42	(6.08)	-2.3%
FTE - Non Mgmt	79.92	93.09	(12.42)	(0.00)	80.67	0.75	0.9%
Total FTE	346.42	372.51	(31.42)	0.00	341.09	(5.33)	-1.5%

MISSION STATEMENT

To investigate, charge and prosecute all criminal violations of the laws of California within the County on behalf of the people of the State of California.

MANDATED SERVICES

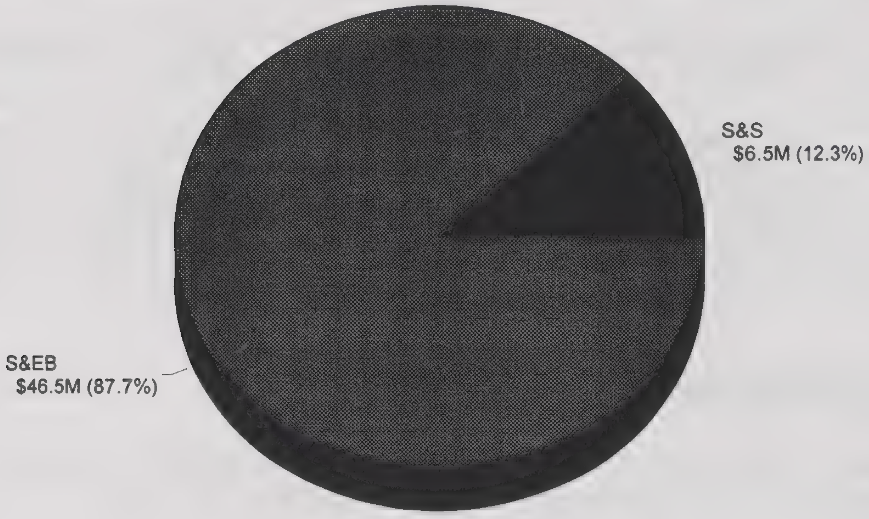
The District Attorney is mandated by the California Constitution and the Government Code to investigate, charge, and prosecute criminal violations of the laws of California. They also provide psychosocial and other support services to victims of crime and process claims to the State Restitution Fund on their behalf. The District Attorney's Office represents the People of the State of California. In addition to prosecuting criminal matters, the District Attorney's Office has the responsibility of:

- Prosecuting actions in the Juvenile Justice system involving conduct that if committed by an adult, would be a criminal matter.
- Bringing civil actions involving consumer fraud, including real estate fraud, insurance fraud and financial fraud against elders and dependent adults.
- Legal actions to ensure environmental protection.

DISCRETIONARY SERVICES

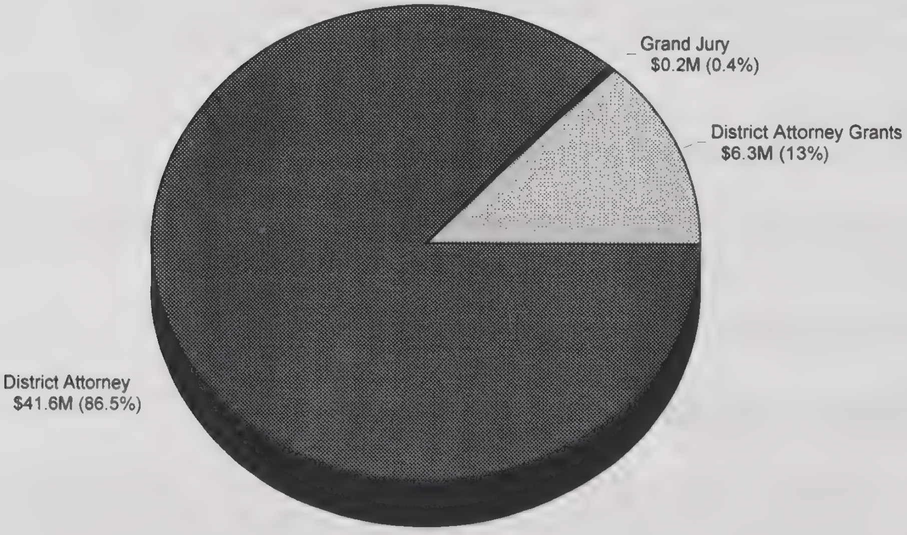
Investigative services are essential to effective prosecution. The level of service is dependent in part upon the amount of investigative assistance received from local police or other agencies. Grant-funded programs provide services which enhance mandated prosecution by enabling a team approach to investigation and prosecution of select offenses, such as domestic violence, stalking, drug trafficking, career criminals, sex crimes against minors, insurance fraud, and victim/witness assistance.

Total Appropriation by Major Object

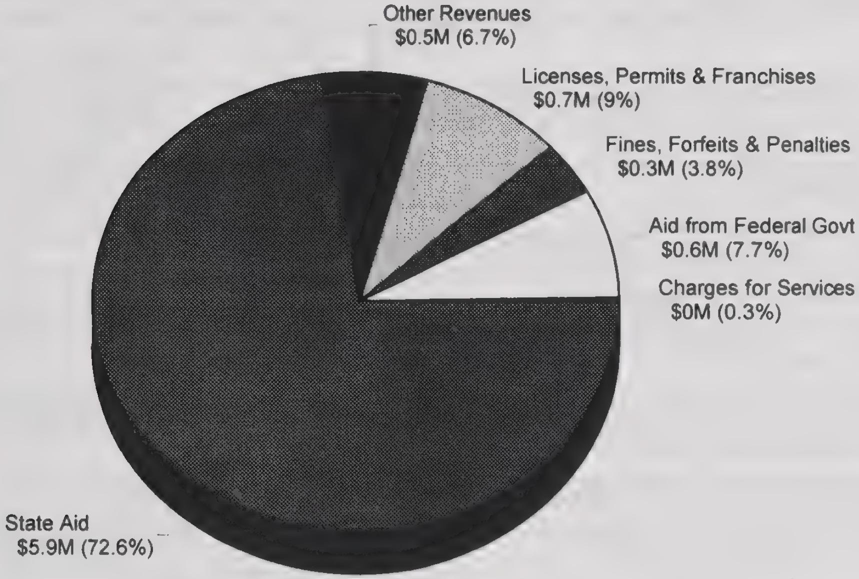


Intra Fund Transfers $-5M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 372.51 full-time equivalent positions at a net county cost of $42,532,614. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $7,707,434 and 26.09 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**41,970,821**	**7,145,641**	**34,825,180**	**346.42**
Salary & Benefit COLA increase	2,286,756	0	2,286,756	0.00
Retirement contribution increase	2,663,212	0	2,663,212	0.00
Reclassification/transfer of positions	36,317	36,317	0	(0.50)
Mid-year Board approved adjustments	2,632,497	0	2,632,497	26.59
Internal Service Fund adjustments	479,338	0	479,338	0.00
Technical/operating adjustments	2,379	0	2,379	0.00
Eliminate one-time use of revenue from designation	0	(1,300,154)	1,300,154	0.00
Increase in departmental revenues from vertical prosecution grants	0	1,656,902	(1,656,902)	0.00
Subtotal MOE Changes	**8,100,499**	**393,065**	**7,707,434**	**26.09**
2003-04 MOE Budget	**50,071,320**	**7,538,706**	**42,532,614**	**372.51**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**50,071,320**	**7,538,706**	**42,532,614**	**372.50**
Reduce Branch Operations	(431,723)	0	(431,723)	(2.92)
Reduce Front Counter Support	(588,232)	0	(588,232)	(10.50)
Eliminate Cold Hit Program support	(198,707)	0	(198,707)	(1.00)
Eliminate CALICO attorney support	(198,708)	0	(198,708)	(1.00)
Reduce Investigative Support and reduce fleet vehicles by 6	(688,874)	0	(688,874)	(5.58)
Reduce Welfare Fraud program	(365,173)	0	(365,173)	(10.42)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(100,794)	0	(100,794)	0.00
Subtotal VBB Changes	**(2,572,211)**	**0**	**(2,572,211)**	**(31.41)**
2003-04 Proposed Budget	**47,499,109**	**7,538,706**	**39,960,403**	**341.09**

- Use of Fiscal Management Reward Program savings of $48,184.

Service Impacts

- Reducing branch operations may impact the District Attorney's ability to staff the smaller branch court facilities.

- Reducing reception services will mean fewer personnel to assist the public when they come into the various offices for assistance and may also make it more difficult to contact attorneys and investigators.

- Eliminates continuous attorney support to the Cold Hit program which coordinates the development and investigation of serious offenses through DNA profile analysis. This lack of legal and factual coordination will result in fewer homicide and sexual assault cases solved and fewer prosecutable cases.

- Elimination of dedicated attorney support to the CALICO child abuse center which coordinates investigations and services to abuse victims. Without this legal advisor to ensure legal integrity of forensic interviews or legal support, guidance and direction, criminal child abuse case development will be more difficult. Consequently, cases may be less well developed resulting in more trials and more children required to testify in court.

- A reduction in investigative services results in fewer inspectors available for special investigations involving complex and sensitive crimes as well as trial support. The reduction of investigator support for cases that are to be tried will affect the ability of the District Attorney's Office to successfully prosecute cases. Historically, there have been more than 8,000 felony cases filed. The reduction will result in fewer inspectors available for trial support, including conducting follow-up interviews, completing necessary investigations and serving subpoenas to ensure witness attendance in court. The remaining inspectors will be required to increase their already overloaded caseload.

The Proposed Budget includes funding for 341.09 full-time equivalent positions at a net county cost of $39,960,403.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the District Attorney budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**47,499,109**	**7,538,706**	**39,960,403**	**341.09**
Adjustments to reflect accrual of State revenue	533,000	533,000	0	0.00
Subtotal Board/Final Changes	**533,000**	**533,000**	**0**	**0.00**
2003-04 Approved Budget	**48,032,109**	**8,071,706**	**39,960,403**	**341.09**

The Final Budget includes funding for 341.09 full-time equivalent positions at a net county cost of $39,960,403.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 341.09 full-time equivalent positions at a net county cost of $39,960,403.

MAJOR SERVICE AREAS

CRIMINAL PROSECUTION

Within Criminal Prosecution, the District Attorney's Office has created several specialized units which handle the most sensitive, complicated and unique cases involving vulnerable victims.

- The Sexual Assault Unit handles many of the sexual assault crimes committed against children under the age of 18.

- The Domestic Violence Unit prosecutes crimes of interfamilial violence and often times involve relocation of the victim and children for their safety.

- The Gang Unit works closely with law enforcement and prosecutes legally and factually complicated crimes committed by gangs.

- The Narcotics Unit investigates and prosecutes the most complicated, high level narcotics cases.

- The High Tech/Identity Theft Unit prosecutes computer and identity theft crimes.

- The Elder Abuse Unit handles crimes of abuse, neglect and financial fraud committed against elders and dependent adults.

- The Stalking Unit prosecutes criminal activity of a stalking nature, including repeated, unwarranted and threatening contact by the stalker. Further, the Stalking Unit Investigators and Victim-Witness Advocate provide safety planning for victims of domestic violence and stalking and provide threat management support for victims of stalking.

- Other units include the Law and Motion Division, the Capital Case Prosecution Team, the Career Criminal Unit, the general Felony and Misdemeanor Teams and other trial support teams, such as the Case Charging Teams and the Certification Teams.

The District Attorney's Office is constitutionally and statutorily responsible for prosecuting crimes committed within the County jurisdictional boundaries. These include felonies (those crimes that carry a potential state prison sentence), and misdemeanors (those that carry a potential County jail sentence). The felony prosecutions include homicide. The number of homicides has increased, resulting in an increase in the prosecution of those crimes. A homicide case, from charging to completion (a resolution of the case including sentencing of the defendant), can take a substantial amount of time.

Goal:

To reduce the amount of time a homicide case is pending in the criminal justice system.

Objectives:

- To increase staffing resources to address the increased homicide rates in Alameda County.

- To advocate to the Court for the expeditious processing of homicide cases through the criminal justice system in Alameda County.

- To keep the surviving family members or connected persons informed of the status of the pending case by assigning a Victim-Witness Consultant to every case.

Performance Measures:

Criminal Prosecution	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure Average Amount of Time Case is Pending	n/a	24 months	17 months	17 months
Efficiency Measure Increase the Number of Deputy DAs Assigned to Prosecute Homicide Trials	n/a	11 DDAs assigned	17 DDAs assigned	20 DDAs assigned
Effectiveness Measure Victim-Witness Advocate Assigned to Every Case	n/a	100% of cases	100% of cases	100% of cases

Note: New measures in FY 2002.

CHILD SEXUAL ASSAULT

Within Criminal Prosecution there are several sub-units to address specific types of crime. One of these is the Child Sexual Assault Unit which prosecutes sexual assault cases where the victim is under the age of 18. This unit utilizes the "True Vertical Prosecution" method, which means that the same prosecutor, investigator and victim-witness advocate are assigned to the case from arraignment through final disposition. By doing so, any residual trauma to the child will be reduced or eliminated. A rapport will have been established between the prosecution team and the child resulting in a stronger feeling of trust and safety on the part of the child. Also, the child will not have to meet a different prosecutor or prosecution team member at the various stages of the proceedings, enhancing the child's ability to move forward from the sexual assault.

Goal:

To reduce any residual trauma to a child, under the age of 18, who has been the victim of a sexual assault, sexual molest or unlawful sexual intercourse case.

Objectives:

- To have the Child Sexual Assault Unit handle a majority of the Child Sexual Assault cases utilizing the True Vertical Prosecution method of prosecution.

- To the extent possible, all child victims of sexual assault or abuse shall be interviewed at the CALICO Center by a trained forensic interviewer.

- Where appropriate, the prosecutor shall advocate for Child Sexual Assault cases to be handled expeditiously.

Performance Measures:

Child Sexual Assault Unit	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measures				
# Child Sexual Assault Cases Prosecuted	n/a	327	350	350
# Child Sexual Assault Cases Prosecuted by the Sexual Assault Unit	n/a	152	165	181
Efficiency Measure				
% Prosecuted by Sexual Assault Unit of Total Prosecuted	n/a	46%	47%	51%

WELFARE FRAUD

The Welfare Fraud Division investigates and prosecutes individuals who obtain public assistance through fraud. Public assistance can include, but is not limited to, food stamps, financial assistance, public housing and child care funds. Child Care funds to the County are limited. Child Care money that is obtained fraudulently by one effectively denies another who is a legitimate and needy recipient of those funds.

In the last calendar year, the Welfare Fraud Unit successfully investigated and prosecuted 1,515 cases. As a result of the prosecution, the court ordered restitution of more than $8.7 million. The Welfare Fraud Unit has aggressively engaged in the collection of the ordered restitution by collecting nearly $2 million in payments and obtaining approximately $.5 million in grant adjustments.

Goal:

Through investigation and prosecution, cease the on-going distribution of child care funds to recipients who are receiving those funds by fraudulent means, leaving child care funds available to those who are legitimately and legally entitled to the benefit. Prosecute those individuals who obtained child care funds through fraud.

Objectives:

- Implement an effective protocol for referral of suspected child care fraud.
- Increase the number of referrals of suspected child care fraud.
- Increase the number of effectively prosecuted cases alleging child care fraud.
- Implement a protocol of fiscal integrity to prevent child care fraud in the future.

Performance Measures:

Welfare Fraud	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure				
Referrals for Investigation (million)	n/a	1.0	150	200

Welfare Fraud	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Efficiency Measure				
Charged Cases	n/a	$1.0	$1.5	$2.5
Effectiveness Measures				
Identified Loss and Restitution (millions)	n/a	$1.0	$1.5	$2.5

CONSUMER FRAUD AND ENVIRONMENTAL PROTECTION

In addition to prosecuting crimes, the District Attorney's Office has the responsibility of investigating and prosecuting illegal actions committed against consumers through the Consumer and Environmental Protection Division. The Division also prosecutes crimes of Insurance Fraud, Workers Compensation Fraud and Urban Auto Fraud. Illegal acts resulting in harm to the environment are also investigated and prosecuted.

The Office responds to complaints by consumers of alleged fraud or who have been victims of unfair business practices. Currently, a consumer contacts the District Attorney's Office and lodges a verbal complaint. The Staff mails a Consumer Fraud Complaint Form to the consumer who completes it and returns it by mail with supporting documentation. The Investigative staff initiates and completes an investigation, presenting it to a Deputy District Attorney for action.

Goal:

To create a process by which consumers can access the District Attorney's Office Website and obtain a complaint form online. The consumer can complete the form and return it with documentation. This will reduce the cost of mailing as well as reduce the amount of time that passes between the act of wrongdoing and the filing of a consumer complaint.

Objectives:

- Increase public access to the District Attorney's Office Website.
- Create a Consumer Fraud and Environmental Protection sub-page of the District Attorney's Office Website in order to disseminate consumer information and education.
- Reduce the amount of time between the consumer complaint and the initiation of the consumer fraud investigation.
- Decrease the cost of mailing Consumer Fraud Complaint Form.

Performance Measures:

Consumer Fraud and Environmental Protection	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
Effort Measure Requests for Complaint Form	n/a	1,400	1,500	1,500
Efficiency Measure Reduce Time Between Complaint Forms Request and Complaint Forms Sent	n/a	30 days	5 days	5 days
Effectiveness Measure Open Investigations Based on Complaint Forms by District Attorney's Office	n/a	700	1,500	2,000

VICTIM-WITNESS

The District Attorney has a Victim-Witness Division which has multiple functions. The Victim-Witness Division provides psycho-social support as well as court accompaniment services for victims and witnesses of crimes. They also process claims on behalf of victims and witnesses of crime to the Victim's Compensation Board. These claims include, but are not limited to, burial expenses in homicide cases, counseling services in sexual assault and child sexual assault cases, lost wages and relocation funds for victims of domestic violence, sexual assault and other serious crimes where the victim or witness's safety may be in jeopardy.

A Victim-Witness Consultant is assigned to every serious felony case. In fiscal year 2001-2002, new victims of crime were served through the Victim-Witness Division. Of those, nearly 100 were identified as victims with special needs, such as victims with disabilities, and elderly victims. By way of example, services were provided to victims and/or witnesses in 197 homicide cases, 211 adult sexual assault victims, and 182 child sexual assault victims. More than 20,000 services were provided to victims and witnesses of crime. The Victim-Witness Claims Division both processes and advocates on behalf of the victims of crime for restitution and other services.

INVESTIGATIVE DIVISION

The District Attorney has an Investigative Division that works with and supports the Deputy District Attorney working on charged, and in some circumstances, uncharged cases. Further, the Special Investigation Unit conducts independent investigations including cases referred by other law enforcement agencies that are particularly sensitive or involve a potential conflict for the law enforcement agency, as well as other types of sensitive investigations, such as voter fraud. The Investigative Division liaisons with local law enforcement, who have the responsibility of investigating crimes before they are charged by the District Attorney, so that the process of investigation to prosecution is seamless.

Workload Measures:

Municipal/Superior Courts	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Defendants Charged – Misdemeanors	32,174	32,367	34,000	34,000
Defendants Charged – Felonies	8,481	8,486	8,722	8,500
Probation Revocations Filed	1,770	2,048	1,738	2,000
Certification	2,783		4,000	4,000
Juvenile Petitions	3,000	3,000	3,000	3,000

Budget Units Included:

10000-230100 District Attorney	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	29,217,441	32,430,595	33,040,848	38,364,492	36,811,390	3,770,542	(1,553,102)
S&S	5,322,553	4,627,163	5,181,212	5,685,638	5,565,152	383,940	(120,486)
Fixed Assets	44,465	8,999	0	0	0	0	0
Intra Fund Transfers	(779,707)	(823,107)	(1,192,282)	(815,592)	(815,592)	376,690	0
Other Financing Uses	84,583	29,250	0	0	0	0	0
Net Appropriation	33,889,335	36,272,900	37,029,778	43,234,538	41,560,950	4,531,172	(1,673,588)
Financing							
Revenue	5,834,861	3,584,473	2,534,162	1,272,475	1,805,475	(728,687)	533,000
Total Financing	5,834,861	3,584,473	2,534,162	1,272,475	1,805,475	(728,687)	533,000
Net County Cost	28,054,474	32,688,427	34,495,616	41,962,063	39,755,475	5,259,859	(2,206,588)
FTE - Mgmt	NA	NA	210.25	246.67	237.08	26.83	(9.59)
FTE - Non Mgmt	NA	NA	56.67	86.09	74.67	18.00	(11.42)
Total FTE	NA	NA	266.92	332.76	311.75	44.83	(21.01)
Authorized - Mgmt	NA	NA	223	307	307	84	0
Authorized - Non Mgmt	NA	NA	68	138	138	70	0
Total Authorized	NA	NA	291	445	445	154	0

22403-230900 District Attorney Grants	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	3,512,698	3,771,101	4,237,692	5,957,032	5,956,040	1,718,348	(992)
S&S	252,104	367,157	347,465	309,199	310,191	(37,274)	992
Other Financing Uses	92,036	0	0	0	0	0	0
Net Appropriation	3,856,838	4,138,258	4,585,157	6,266,231	6,266,231	1,681,074	0
Financing							
Revenue	2,983,003	4,152,324	4,585,157	6,266,231	6,266,231	1,681,074	0
Total Financing	2,983,003	4,152,324	4,585,157	6,266,231	6,266,231	1,681,074	0
Net County Cost	873,835	(14,066)	0	0	0	0	0
FTE - Mgmt	NA	NA	23.50	0.00	0.00	(23.50)	0.00
FTE - Non Mgmt	NA	NA	15.25	0.00	0.00	(15.25)	0.00
Total FTE	NA	NA	38.75	0.00	0.00	(38.75)	0.00
Authorized - Mgmt	NA	NA	40	0	0	(40)	0
Authorized - Non Mgmt	NA	NA	19	0	0	(19)	0
Total Authorized	NA	NA	59	0	0	(59)	0

10000-240100 Grand Jury	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	233,968	117,125	101,563	134,933	134,909	33,346	(24)
S&S	235,862	202,077	254,323	70,445	70,019	(184,304)	(426)
Net Appropriation	469,830	319,202	355,886	205,378	204,928	(150,958)	(450)
Financing							
Revenue	0	0	26,322	0	0	(26,322)	0
Total Financing	0	0	26,322	0	0	(26,322)	0
Net County Cost	469,830	319,202	329,564	205,378	204,928	(124,636)	(450)
FTE - Mgmt	NA	NA	0.25	1.25	1.25	1.00	0.00
FTE - Non Mgmt	NA	NA	1.00	0.00	0.00	(1.00)	0.00
Total FTE	NA	NA	1.25	1.25	1.25	0.00	0.00
Authorized - Mgmt	NA	NA	1	2	2	1	0
Authorized - Non Mgmt	NA	NA	1	0	0	(1)	0
Total Authorized	NA	NA	2	2	2	0	0

FIRE DEPARTMENT

William J. McCammon
Fire Chief

Financial Summary

Fire Department	**2002 - 03 Budget**	**Maintenance Of Effort**	**Change from MOE**		**2003 - 04 Budget**	**Change from 2002 - 03 Budget**	
			VBB	**Final/ Amend Adj**		**Amount**	**%**
Appropriations	44,689,393	50,372,503	0	760,859	51,133,362	6,443,969	14.4%
Property Tax	22,280,010	22,732,472	0	(4,000)	22,728,472	448,462	2.0%
AFB	2,021,910	1,805,000	0	94,000	1,899,000	(122,910)	-6.1%
Revenue	20,387,473	25,835,031	0	670,859	26,505,890	6,118,417	30.0%
Net	0	0	0	0	0	0	0.0%
FTE - Mgmt	25.00	25.00	0.00	0.00	25.00	0.00	0.0%
FTE - Non Mgmt	236.00	248.00	0.00	9.00	257.00	21.00	8.9%
Total FTE	261.00	273.00	0.00	9.00	282.00	21.00	8.0%

MISSION STATEMENT

To provide the highest level of service to the communities by valuing our members, promoting positive leadership, and dedicating ourselves to excellence.

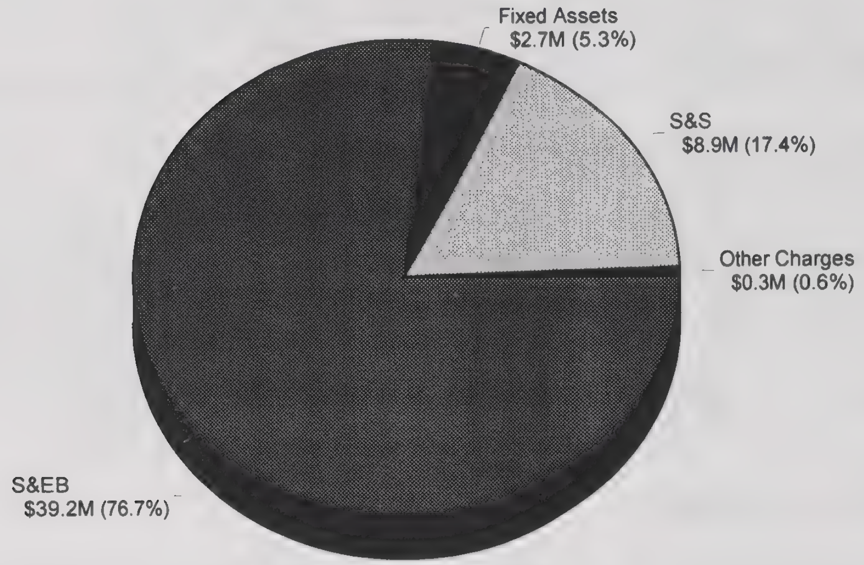
MANDATED SERVICES

As set forth in the State Health and Safety Code and the Uniform Fire Code, the County has responsibility to provide fire protection, fire prevention, and arson investigation services to all the unincorporated areas. The Alameda County Fire Department, a dependent special district under the governance of the Alameda County Board of Supervisors, has been designated to carry out these mandated functions and, in addition, to act as the sworn agent for the State Fire Marshal. The Uniform Fire Code and local ordinances, as adopted by the County, provide unincorporated area residents and businesses with the same degree of fire and life safety services as those found in surrounding cities.

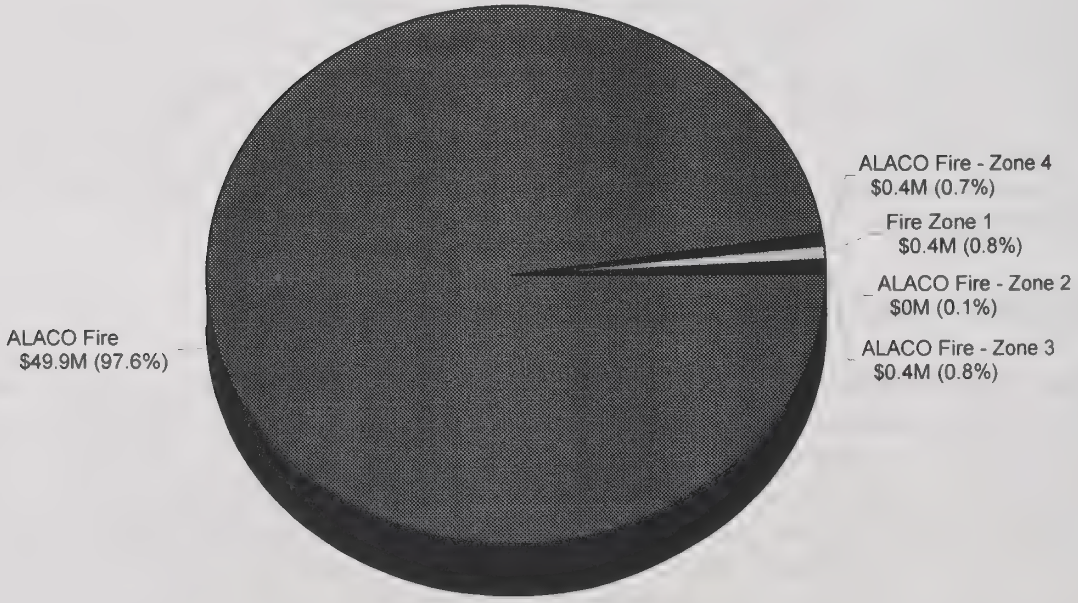
DISCRETIONARY SERVICES

While the presence of the Fire Department is mandated, the specific functions, operations, and service levels are discretionary, thereby providing the Department with the flexibility to address essential safety and health service demands within the communities it serves. The Department provides first-responder paramedic services on a 24-hour, 365 days per year basis throughout the unincorporated areas of the County as well as to its contract cities of Dublin and San Leandro. Through automatic aid, mutual aid, and contractual agreements, the Department and surrounding jurisdictions are ensuring the highest level of emergency fire and medical response in the event of local or regional disasters.

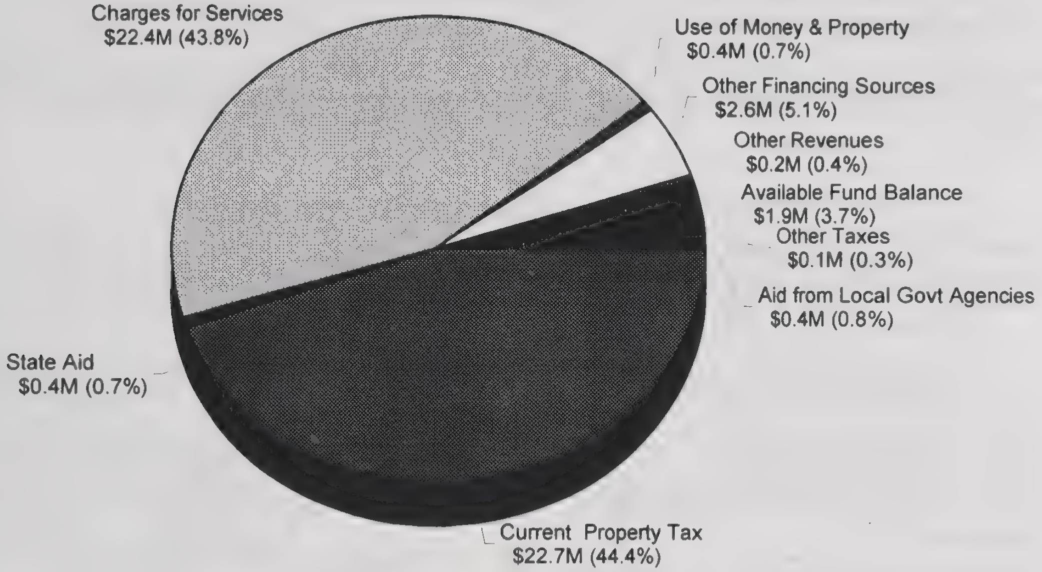
Total Appropriation by Major Object



Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget has total appropriations and revenues of $50,372,503 with no net county cost. The budget includes funding for 273.00 full-time equivalent positions. Maintenance of Effort Budget adjustments necessary to support programs and services in 2003-2004 result in an increase in appropriations and revenues of $5,683,110 and 12.00 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**44,689,393**	**44,689,393**	**0**	**261.00**
Salary & Benefit COLA increase	2,920,446	2,684,894	235,552	0.00
Reclassification/transfer of positions	0	0	0	0.00
Changes in staffing related to contract services	685,875	685,875	0	12.00
Internal Service Fund adjustments	110,065	110,065	0	0.00
Technical/operating adjustments	594,344	594,344	0	0.00
Fixed Asset increase for apparatus, equipment and new maintenance facility	1,372,380	1,372,380	0	0.00
Property Tax revenue increase	0	452,462	(452,462)	0.00
Available Fund Balance decrease	0	(216,910)	216,910	0.00
Subtotal MOE Changes	**5,683,110**	**5,683,110**	**0**	**12.00**

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**50,372,503**	**50,372,503**	**0**	**273.00**

VALUES-BASED BUDGETING ADJUSTMENTS

No adjustments required.

The Proposed Budget includes funding for 273.00 full-time positions at no net county cost.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Fire Department budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**50,372,503**	**50,372,503**	**0**	**273.00**
Add positions for new Dublin Engine company	0	0	0	9.00
Technical adjustments to reflect estimated fund balance and transfer from designation	760,859	760,859	0	0.00
Subtotal Board/Final Changes	**760,859**	**760,859**	**0**	**9.00**
2003-04 Approved Budget	**51,133,362**	**51,133,362**	**0**	**282.00**

The Final Budget includes funding for 282.00 full-time equivalent positions at no net county cost.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 282.00 full-time equivalent positions at no net county cost.

MAJOR SERVICE AREAS

The Fire Department is responsible for providing emergency fire and medical response, as well as fire prevention services to all residents of the unincorporated areas of Alameda County, exclusive of the Fairview area. In addition, fire and emergency services are provided under contractual agreements with the cities of Dublin and San Leandro and the University of California Lawrence Berkeley National Laboratory. The Department's total service area encompasses approximately 464 square miles and has a daytime population of 256,475. The area contains a number of major roadways, highways, and interstates that carry thousands of private and commercial vehicles on a daily basis; large suburban and commercial centers; agricultural and wild land areas; and lakes and marinas.

The geography and demography of the unincorporated area, which encompasses 434 square miles and a population of 138,900, pose significant operational challenges. It is served by nine stations. The eastern and southern areas include large portions of wildland, grazing land, and rural farmlands. The majority of the population is centered in the western area which is heavily urbanized with a mix of residential, commercial, and light industrial.

The Department staffs three stations that serve the City of Dublin. The City has a population of 33,250 and encompasses 14 square miles. The residential, commercial, and industrial growth of the City in recent years, together with its westerly and easterly wildland interface, presents the Department with many opportunities and challenges.

The Department staffs five stations that serve the City of San Leandro. The City has a population of 81,325 and encompasses 15 square miles. While primarily residential, the City has a sizable commercial and industrial base as well as a large marina complex, which results in the Department responding to a variety of fire, medical, hazardous materials and water emergencies.

The Department staffs one station that serves the University of California Lawrence Berkeley National Laboratory. The Laboratory is located in the Berkeley hills on a 200 acre site. The site has 187 buildings and structures and as many as 3,000 full-time and part-time employees.

The Department has a contract with the Veteran's Administration for service to its medical facility in East County. The Department also has contractual agreements with a number of other agencies to optimize service delivery to unincorporated areas of the County.

ORGANIZATION

The Alameda County Fire Department is comprised of two organizational divisions that meet the operational and support service needs of the Department. The Fire Chief provides overall leadership and is responsible for the effective management, coordination, and service delivery of all aspects of the Department. Each of the two organizational divisions report to a Deputy Chief who has primary responsibility for ensuring the overall day-to-day readiness of all aspects of the organization.

OPERATIONS DIVISION

The Operations Division is responsible for emergency response and incident mitigation for fires, medical emergencies, hazardous materials, urban search and rescue, and other emergencies. This includes the maintenance and repair of emergency vehicles and essential equipment. The Operations Division is charged with ensuring that personnel meet established training guidelines so that the Department is capable of meeting any emergency response challenge.

Goal:

To contribute to the safety of the citizens of Alameda County by safely providing emergency response and incident management for fires, rescues, medical emergencies, hazardous materials incidents, and disasters.

Objectives:

- Respond to all calls for service within the cities of Dublin and San Leandro and unincorporated Alameda County and the Lawrence Berkeley National Laboratory.
- Ensure that personnel are trained and in a state of readiness for emergency response at all times.

Workload Measures:

Operations Division	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Emergency Calls in City of Dublin	1,610	1,666	1,873	1,990
# of Emergency Calls in City of San Leandro	9,425	8,765	8,700	8,800
# of Emergency Calls in Unincorporated Alameda County	7,947	9,495	10,586	10,600
# of Emergency Calls at Berkeley Laboratory	n/a	n/a	525	600
# of Department-Wide Training Hours	65,000	64,500	65,000	66,000
% of Line Staff Completing Training Hours	n/a	100%	100%	100%
# of Training Hours per Year per Employee	n/a	239	240	241
# of Injuries to Fire Fighters in the Line of Duty	87	29	30	30
Injury Rate per Number of Employees	35.0%	11.1%	11.4%	10.9%

SUPPORT SERVICES DIVISION

The Support Services Division is responsible for a broad array of administrative, financial, and programmatic service areas that are essential for maintaining operational readiness. These areas include Fire Prevention, Emergency Medical Services, Public Education and Community Relations, Urban Wildland Interface, Disaster Preparedness, Reserve Section, and Administrative/Finance.

The primary responsibilities of Fire Prevention for the unincorporated areas of the County are the enforcement of all applicable State and local fire codes and standards and fire investigations. Code enforcement is accomplished through the review and approval of building and facility plans, inspection of completed work, and certification of occupancy.

Goal:

To administer support service activities and programs to ensure that local, State and federal mandated and discretionary service levels are maintained within the communities served.

Objectives:

- Provide continuing education, which meets the State-mandated minimum requirements for Emergency Medical Technicians and Paramedics.
- Enforce State and local fire codes and standards through the timely review and approval of building and facility plans.
- Maintain and coordinate public education and events as well as disaster operations activities with County agencies and departments, contract cities and the communities served.

Workload Measures:

Support Services Division	FY 2001 Actual	FY 2002 Goal	FY 2003 Estimate	FY 2004 Estimate
# of EMS Continuing Education Hours	2,920	2,920	2,950	2,950
# of Unincorporated & City Inspections Conducted	10,912	9,254	10,500	11,000
# of Unincorporated & City Plans Reviewed	2,591	2,619	2,700	2,700
# of Citizens Trained In Neighborhood Emergency Response	180	230	450	400
# of Multi-Jurisdictional Drills and Exercises	6	6	8	7
# of Public Education and Community Events	313	320	400	400

Budget Units Included:

21601-280101 Fire Zone 1	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	95,294	2,255	0	10,000	10,000	10,000	0
Fixed Assets	488,148	92,965	1,000,000	622,380	422,380	(577,620)	(200,000)
Net Appropriation	583,442	95,220	1,000,000	632,380	432,380	(567,620)	(200,000)
Financing							
Property Tax	203,942	216,553	222,710	227,000	227,000	4,290	0
AFB	206,871	(6,912)	721,910	350,000	150,000	(571,910)	(200,000)
Revenue	353,889	43,018	55,380	55,380	55,380	0	0
Total Financing	764,702	252,659	1,000,000	632,380	432,380	(567,620)	(200,000)
Net County Cost	(181,260)	(157,439)	0	0	0	0	0

21602-280111 ALACO Fire	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	29,135,273	31,477,819	35,626,278	39,232,599	39,200,764	3,574,486	(31,835)
S&S	5,202,642	7,388,950	6,813,783	7,460,982	8,104,018	1,290,235	643,036
Other	150,132	63,667	367,332	244,342	300,000	(67,332)	55,658
Fixed Assets	200,608	384,169	550,000	2,300,000	2,300,000	1,750,000	0
Other Financing Uses	483,104	0	0	0	0	0	0
Net Appropriation	35,171,759	39,314,605	43,357,393	49,237,923	49,904,782	6,547,389	666,859
Financing							
Property Tax	20,210,831	20,573,242	21,735,000	22,168,797	22,164,797	429,797	(4,000)
AFB	2,329,869	31,952	1,300,000	1,300,000	1,300,000	0	0
Revenue	17,815,493	18,268,505	20,322,393	25,769,126	26,439,985	6,117,592	670,859
Total Financing	40,356,193	38,873,699	43,357,393	49,237,923	49,904,782	6,547,389	666,859
Net County Cost	(5,184,434)	440,906	0	0	0	0	0
FTE - Mgmt	NA	NA	25.00	25.00	25.00	0.00	0.00
FTE - Non Mgmt	NA	NA	236.00	248.00	257.00	21.00	9.00
Total FTE	NA	NA	261.00	273.00	282.00	21.00	9.00
Authorized - Mgmt	NA	NA	25	25	25	0	0
Authorized - Non Mgmt	NA	NA	236	248	257	21	9
Total Authorized	NA	NA	261	273	282	21	9

21603-280121 ALACO Fire - Zone 2	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	9,112	12,676	15,000	15,000	27,000	12,000	12,000
Net Appropriation	9,112	12,676	15,000	15,000	27,000	12,000	12,000
Financing							
Property Tax	11,046	12,713	14,500	14,675	14,675	175	0
AFB	0	41,156	0	0	12,000	12,000	12,000
Revenue	1,252	1,446	500	325	325	(175)	0
Total Financing	12,298	55,315	15,000	15,000	27,000	12,000	12,000
Net County Cost	(3,186)	(42,639)	0	0	0	0	0

21604-280131 ALACO Fire - Zone 3	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	121,482	161,816	155,000	162,200	412,200	257,200	250,000
Net Appropriation	121,482	161,816	155,000	162,200	412,200	257,200	250,000
Financing							
Property Tax	146,397	166,060	149,800	152,000	152,000	2,200	0
AFB	0	48,496	0	5,000	255,000	255,000	250,000
Revenue	16,666	19,218	5,200	5,200	5,200	0	0
Total Financing	163,063	233,774	155,000	162,200	412,200	257,200	250,000
Net County Cost	(41,581)	(71,958)	0	0	0	0	0

21605-280141 ALACO Fire - Zone 4	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	75,255	222,299	162,000	325,000	357,000	195,000	32,000
Net Appropriation	75,255	222,299	162,000	325,000	357,000	195,000	32,000
Financing							
Property Tax	121,459	196,307	158,000	170,000	170,000	12,000	0
AFB	0	28,272	0	150,000	182,000	182,000	32,000
Revenue	12,466	16,955	4,000	5,000	5,000	1,000	0
Total Financing	133,925	241,534	162,000	325,000	357,000	195,000	32,000
Net County Cost	(58,670)	(19,235)	0	0	0	0	0

PROBATION DEPARTMENT

Donald Blevins
Chief Probation Officer

Financial Summary

Probation Department	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	74,402,129	85,333,718	(5,724,166)	10,734	79,620,286	5,218,157	7.0%
Revenue	23,651,372	23,630,629	217,798	10,734	23,859,161	207,789	0.9%
Net	50,750,757	61,703,089	(5,941,964)	0	55,761,125	5,010,368	9.9%
FTE - Mgmt	102.67	104.67	(1.92)	0.92	103.67	1.00	1.0%
FTE - Non Mgmt	643.98	647.98	(31.78)	(7.51)	608.69	(35.29)	-5.5%
Total FTE	746.65	752.65	(33.70)	(6.59)	712.36	(34.29)	-4.6%

MISSION STATEMENT

Through the dedication and excellence of our employees, to serve and protect our diverse community and to offer rehabilitative opportunities to offenders.

In compliance with the lawful orders of the Court, and as a partner in the criminal justice system, the Probation Department will provide services to the Courts, local government, offender clientele and the people of Alameda County. To accomplish this, the Department will implement cost-effective services in adherence to State and local laws and standards.

MANDATED SERVICES

The Probation Department responds to both statutory and judicial mandates. The level of service provided by the Department is determined either by specific statute or by the determination of the Chief Probation Officer. The office of the Chief Probation Officer is mandated by Penal Code Sections 1203.5 and 1203.6, Welfare & Institutions Code Section 270 and by County Charter.

DISCRETIONARY SERVICES

The Probation Department provides the following discretionary services:

Community Probation Program is funded by the Juvenile Justice Crime Prevention Act for the Probation Department to collaborate with police agencies and community-based organizations (CBOs) to provide services throughout the County in the communities where youth live.

Camp Wilmont Sweeney is a residential program with a capacity of 80 minors who are ordered by the Juvenile Court to be committed to the Camp.

Prevention Services are funded by Temporary Assistance to Needy Families (TANF), which enables the Department to provide services to at-risk youth. The Department routes these funds to CBOs that serve at-risk youth described as status offenders. Serving in an advisory capacity to the Chief Probation Officer, the County's Local Planning Council reviews and plans for the development of contracts with CBOs to provide services. Contracts are subject to the approval of the Chief Probation Officer.

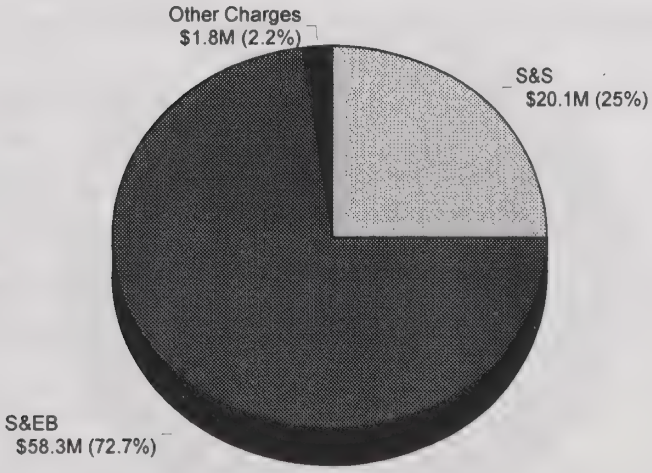
Weekend Training Academy (W.E.T.A.) is a citizenship and training program designed to instill individual responsibility in minors placed on probation.

Seeking Knowledge to Improve Learning and Life Styles (SKILLS) Shop is an employment-focused program offering job-readiness services including computer assisted learning to adult probationers.

Special Services/Training Unit is a staff development program that coordinates training for Department staff and ensures compliance with the Board of Corrections Standards and Training for Corrections (STC).

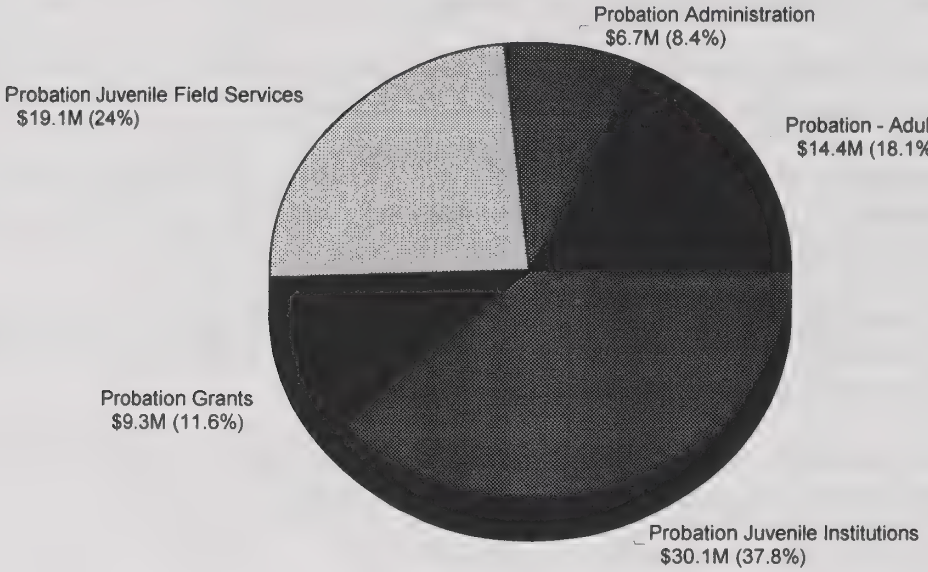
Volunteers in Probation (VIP) Program recruits volunteers from all walks of life to assist Deputy Probation Officers in serving adult and juvenile probationers.

Total Appropriation by Major Object

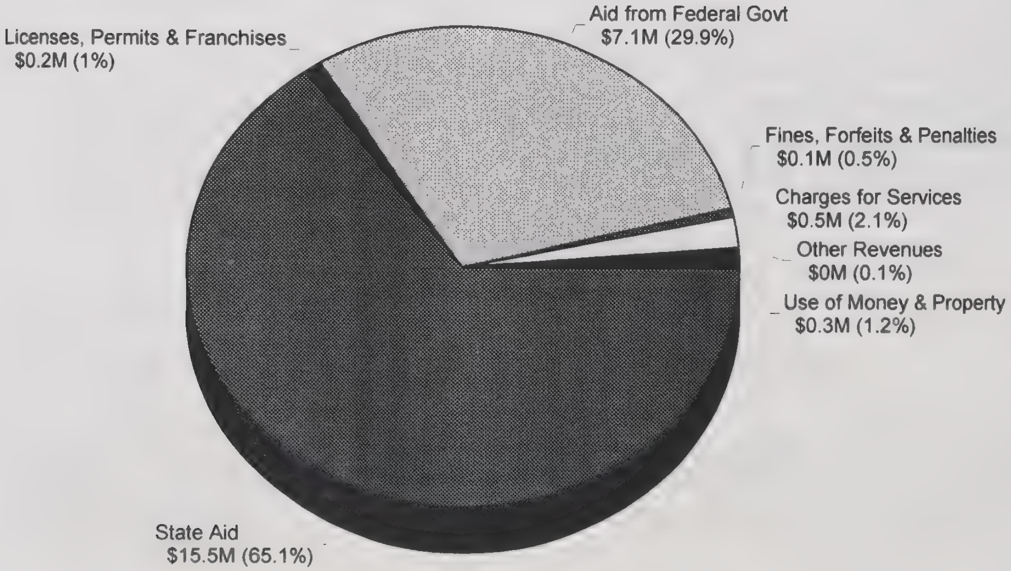


Intra Fund Transfers $-0.5M

Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 752.65 full-time equivalent positions at a net county cost of $61,703,089. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $10,952,332 and 6.00 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**74,402,129**	**23,651,372**	**50,750,757**	**746.65**
Salary & Benefit COLA increase	7,262,325	0	7,262,325	0.00
Retirement contribution increase	3,055,769	0	3,055,769	0.00
Mid-year Board approved adjustments	0	0	0	6.00
Community-Based Organization COLA	3,304	0	3,304	0.00
Internal Service Fund adjustments	1,203,519	0	1,203,519	0.00
Adjustment to grant funds	(593,328)	(199,768)	(393,560)	0.00
Increase in Title IV-E revenue	0	1,209,694	(1,209,694)	0.00
Decrease in realignment revenue	0	(284)	284	0.00
Increase in Prop 36 revenue	0	180,648	(180,648)	0.00
Increase vehicle theft, restitution collections, and Narcotics Task Force revenues	0	221,000	(221,000)	0.00
Eliminate Title IV-A revenue	0	(939,178)	939,178	0.00
Other departmental revenue adjustments	0	(492,855)	492,855	0.00
Subtotal MOE Changes	**10,931,589**	**(20,743)**	**10,952,332**	**6.00**
2003-04 MOE Budget	**85,333,718**	**23,630,629**	**61,703,089**	**752.65**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**85,333,718**	**23,630,629**	**61,703,089**	**752.64**
Eliminate vacant funded positions in Juvenile Institutions	(1,115,147)	0	(1,115,147)	(15.00)
Eliminate Weekend Training Academy program	(375,766)	0	(375,766)	(5.37)
Reduce capacity of Camp Sweeney	(1,132,792)	(32,202)	(1,100,590)	(13.33)
Reduce janitorial services at Juvenile Hall	(500,000)	0	(500,000)	0.00
Redirect Juvenile Justice Crime Prevention Act revenues to Gender-Specific services	(327,862)	0	(327,862)	0.00

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Reduce CBO contracts and redirect revenues to Juvenile Probation services	(2,000,000)	0	(2,000,000)	0.00
Increase revenue estimate for Targeted Case Management of Medi-Cal eligible individuals	0	250,000	(250,000)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(272,599)	0	(272,599)	0.00
Subtotal VBB Changes	**(5,724,166)**	**217,798**	**(5,941,964)**	**(33.70)**
2003-04 Proposed Budget	**79,609,552**	**23,848,427**	**55,761,125**	**718.94**

Service Impacts

- The reduction of contracts with community-based organizations participating in the Prevention Network will reduce the level of CBO funding for services to at-risk youth. Prevention services include youth service center, case management, and local service area contracts that provide a diverse array of prevention services including counseling, diversion, after-school programming, parenting support/classes, educational support, anger management, drug and alcohol education and gang prevention. Funds will be redirected to support new initiatives for at-risk youth, including a Truancy Program, a High-Risk Youth Program, and Intervention and Prevention Programs. CBO reductions in support of these new youth programs include:
    - A 15% decrease in Youth Service Center contracts that provide crisis intervention counseling and family reunification services, including services to youth that are placed in the crisis receiving home;
    - A 15% decrease in Case Management contracts that provide service; and linkages for families, integrated individualized services, information and referral.
    - A 50% decrease in Local Service Area and related contracts. These contracts provide supportive services to youth and families, including counseling, diversion, tutoring, parenting, and information and referral.
- The Weekend Training Academy program (WETA) provides the Juvenile Court and Probation officers with a sanction alternative for youth engaging in misconduct. The program currently serves an average of 212 youth each month. All WETA services will be eliminated and use of detention at Juvenile Hall may increase as a result.
- The elimination of vacant positions in Juvenile Institutions will reduce opportunities for hiring additional staff, and may hinder the department's ability to comply with mandated staffing ratios for Juvenile Hall. In addition, it may lead to increased overtime costs to assure the maintenance of mandated staffing ratios during all shifts.

- The capacity of Camp Sweeney will be reduced from 80 to 45 minors. Camp will remain as a placement option, but will accommodate fewer minors. To the extent they are available, alternative placement options may be more highly utilized as a result. Such alternatives will likely be more distant from the homes of probationers, reducing their contact with families during placement, and may lead to increased costs for placements. In addition, the loss of this option may also lead to longer stays at Juvenile Hall for youth awaiting placement.

- The reduction of janitorial services at Juvenile Hall will require the resumption of programs to involve detained minors in the maintenance of this facility. Juveniles will assume daily facility maintenance duties for detention units, including sweeping, mopping, dusting, and sanitizing bathrooms.

- The redirection of Juvenile Justice Crime Prevention Act revenues to support gender-specific services will enhance service levels for girls under Probation supervision.

Increased revenues for Targeted Case Management will allow the department to claim expenses related to case management for Medi-Cal eligible individuals and improve access to health insurance.

The Proposed Budget includes funding for 718.94 full-time equivalent positions at a net county cost of $55,761,125.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Probation Department budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**79,609,552**	**23,848,427**	**55,761,125**	**718.94**
Restore Camp Sweeney capacity by 15 beds	393,573	10,734	382,839	4.58
Restore TANF funding for CBO contracts	727,449	0	727,449	0.00
Eliminate vacant funded positions	(941,393)	0	(941,393)	(11.16)
Reduce Discretionary Services & Supplies	(168,895)	0	(168,895)	0.00
Subtotal Board/Final Changes	**10,734**	**10,734**	**0**	**(6.58)**
2003-04 Approved Budget	**79,620,286**	**23,859,161**	**55,761,125**	**712.36**

Service Impacts

- The restoration of Camp Sweeney capacity by 15 beds to 60 beds total, will allow for accommodation of increased numbers of minors and may reduce the use of alternative placement options. It may also lead to shorter stays at Juvenile Hall than would have occurred in the absence of this restoration.

- The restoration of TANF funding for CBO contracts will eliminate decreases in Youth Service Center and Case Management contracts, and reduce the level of cuts to Local Service Area contracts from 50% to 35%. This will allow for smaller reductions to Prevention Network services than previously planned.
- The elimination of vacant funded positions and reduction of Discretionary Services & Supplies will limit the ability of the Probation Department to address current workload levels and will reduce available funding for administrative expenditures.

The Final Budget includes funding for 712.36 full-time equivalent positions at a net county cost of $55,761,125.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 712.36 full-time equivalent positions at a net county cost of $55,761,125.

MAJOR SERVICE AREAS

ADMINISTRATION

California Welfare and Institutions Code Section 270 mandates that a Probation Officer shall be appointed in every county. Serving as the Department Head, the Chief Probation Officer provides direction to all Departmental operations.

Administrative Services, Financial Management, Human Resources, Information Technology, and Training are under the Administration umbrella. They are responsible for providing Department-wide administrative and management support services, including secretarial and clerical services; information systems management; data processing and automation support; budget development and analysis; fiscal management; purchasing of goods and services; payroll and employee services; and staff development.

ADULT SERVICES

The California Penal Code defines probation and the legally-mandated duties of the Deputy Probation Officer for Adult Services. Staff provide pre-sentence investigations on all persons convicted of a felony as mandated by Section 1203 of the Penal Code (PC). Section 1202.8 mandates supervision of all adults placed on probation. Programs and services include:

- Speedy Diversion – Specialized programming including weekly reporting and drug testing for pre-convicted felons arrested for use and/or possession of controlled substances.

- Mentor Diversion – Counseling, educational and job readiness services for young adults arrested for the sale of controlled substances.

- Drug Court – Specialized programming including weekly reporting and drug testing for felons convicted of use and/or possession of controlled substances.

- Proposition 36 – In collaboration with Behavioral Health Care Services, specialized treatment-focused services, in lieu of incarceration, for misdemeanants and felons convicted of drug use and/or possession.

- Maximum Supervision – Monthly face-to-face monitoring of probationers who are a maximum risk to the community in order to enforce conditions of probation and provided case management services to the client.

- SKILLS Shop – Job-readiness services and computer-assisted training in reading, math, and life skills to assist clients needing employment.

- Specialized Caseloads
    - Enforcement-focused services provided in collaboration, with other law enforcement agencies, including gang violence suppression, narcotics, police and corrections activities, sexual assault, and vehicle theft task forces.
    - Victim-focused services provided through a restitution caseload.
    - Coordinated comprehensive services provided in collaboration with the Sheriff's Office and Behavioral Health Care Services Department to dual-diagnosed probationers with severe and chronic mental health and substance abuse issues.

Goal:

To provide community protection and safety by enforcing compliance with court-ordered probation while also offering rehabilitation opportunities to adult probationers.

Objective:

- Continue participation on law enforcement task forces organized to apprehend law violators, recidivists, and probationers in warrant status.

Workload Measures:

Adult Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Goal	FY 2004 Goal
# of Staff Hours Provided on Task Forces	n/a	10,400	10,400	10,400

Objective:

- Increase clients' employability skills.

Workload Measures:

Adult Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Clients Completing Resumes	n/a	n/a	n/a	745
# of Clients Completing Life/Employment Skills Training in SKILLS Shop	n/a	n/a	n/a	750
# of SKILLS Shop Clients Employed	31	59	300	175

Objective:

- Increase intensive community-based services to males between the ages of 18-24 years which will reduce at-risk behaviors.

Performance Measures:

Adult Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Effort Measures				
# of Clients Assigned to 18-24 At-Risk Caseload	n/a	n/a	n/a	25
# of Clients Enrolled and Participating in Academic/Vocational Training in a 12-Month Period	n/a	n/a	n/a	20
Effectiveness Measures				
# of Clients That Will Incur No New Arrests in a 12-Month Period	n/a	n/a	n/a	15
# of Clients Who Will Maintain Sobriety for a Minimum of 9 Months	n/a	n/a	n/a	15
# of Clients Who Will Compete Their High School/GED Requirements in a 12-Month Period	n/a	n/a	n/a	10
# of Clients Who Have Completed Vocational/Employability Program in a 12-Month Period	n/a	n/a	n/a	20

JUVENILE SERVICES

Staff provide intake and investigation services for youth who are arrested by the police and delivered to Juvenile Hall or referred to the Department by a notice to appear. Minors who are placed on probation and remain in the community are supervised to ensure compliance with the court-ordered conditions of probation and to receive services aimed at reducing continued delinquency. Minors most at risk of removal from the community and placement in foster or group homes receive intensive supervision from the Family Preservation Unit. If placement out of the home becomes necessary, Deputy Probation Officers maintain regular face-to-face contact with the minor with family reunification being the goal if possible.

Goal:

To provide community protection and safety by enforcing compliance with court-ordered probation while also offering rehabilitative opportunities to juvenile offenders, thereby reducing recidivism.

Objectives:

- Improve services by accurately assessing the risk and needs of minors delivered to Juvenile Hall for law violations.
- Increase public safety and assist law enforcement by implementing new procedures to identify minors.
- Increase intensive, community-based services and supervision for juvenile offenders by involving the minor's family, schools, local law enforcement, and the community.
- Increase family reunification for juveniles in foster care by reducing the time of confinement in Juvenile Hall.

Performance Measures:

Juvenile Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Assessments Completed	3,062	960	3,000	900
# of Minors Delivered to Juvenile Hall-Not Booked	499	612	950	700
% of Felony Notice to Appear Referrals Fingerprinted and Photographed after Implementation in March 2002 of New Identification Techniques	n/a	10%	90%	80%
# of Youth Enrolled in Community Probation Program Implemented January 2001	n/a	901	700	1,000
% of Youth Detained in Juvenile Hall Pending Placement	33%	10%	15%	5%

JUVENILE HALL

Juvenile Hall is a 24-hour secure detention facility with a rated capacity of 299 juveniles ordered detained by the Juvenile Court. Juvenile Hall staff are responsible for the care, custody, and control of minors awaiting court action or pending release to out-of-home placements or the community. Services provided include education, physical exercise, and health care as mandated by the State Board of Corrections. Mental health treatment services are provided through partnerships with Behavioral Health Care Services, Alameda County Office of Education, and Juvenile Justice Health Services. Home supervision and electronic monitoring offer detention alternatives to Juvenile Hall.

Goal:

To securely detain juvenile delinquents and provide education and services to the minors in accordance with the law and State Board of Corrections standards.

Objectives:

- Reduce the number of incidents, which negatively impact the daily operations of the facility.

- Develop effective policy and provide staff training in the use of force.
- Implement alternative work schedules for staff.
- Assess practices, policies, and procedures to attain conformance with American Corrections Association Standards.
- Increase services to minors with mental health needs.

Workload Measures:

Juvenile Hall	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Average Daily Population	304	278	270	250*
# of Escapes	0	1	0	0
# of Major Incidents (Excluding Minor Incidents-Accidents, Contraband, Medical, Punching Wall/Windows, Failure to Follow Instructions)	334	490	440	400
Average # of Minors Served per Month after Establishing New Mental Health Unit in FY 01-02	N/A	N/A	10	20

* Goal based on ADP of 242 during July 1-December 31, 2002 (first 6 months of FY 2002/2003)

CAMP WILMONT SWEENEY

Camp Wilmont Sweeney is an alternative to Group Homes and California Youth Authority placements. Camp Sweeney is a residential treatment program for male minors who are ordered by the Juvenile Court to be committed to the Camp to complete a six-to nine-month rehabilitation and educational program.

Camp Wilmont Sweeney is by law an open setting, as opposed to a locked facility, where minors are offered an opportunity to make the right choices and decisions to abide by laws and rules. The Camp can accommodate 80 male youth ages 15 through 18. The Camp is a community that consists of residents who are entitled to a safe environment where they are expected to treat others with respect and courtesy, and where everyone is permitted to maintain their dignity and pride. Home visits with family are the major incentive rewards. Reunification with families is an integral part of the Camp program. Educational and vocational programs are provided by the Alameda County Office of Education. Substance abuse and psychological counseling are provided through contracts with Guidance Clinic Counselors and the Thunder Road Program. Anger management is an ongoing program for all residents.

Goal:

To increase public safety and reduce juvenile crime by providing in-Camp rehabilitation and education for the young male offenders so that family reunification and community reintegration is successful.

Objectives:

- Provide programs for the minors to change behavior and achieve reunification with family and reintegration into the community.
- Provide incentive activities to reward acceptable behavior as a member of the Camp community.

Workload Measures:

Camp Wilmont Sweeney	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Average Daily Attendance	75	70	80	45
% of Staff Trained in Normative Community Model	100%	100%	100%	N/A
# of Graduates to Aftercare Furlough	100	101	90	100

Budget Units Included:

10000-250100 Probation Administration	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	3,108,776	3,934,269	4,133,259	4,186,216	4,471,619	338,360	285,403
S&S	2,075,389	4,322,405	1,731,096	2,263,386	2,244,105	513,009	(19,281)
Fixed Assets	0	22,205	77,843	0	0	(77,843)	0
Other Financing Uses	0	0	199,768	0	0	(199,768)	0
Net Appropriation	5,184,165	8,278,879	6,141,966	6,449,602	6,715,724	573,758	266,122
Financing							
Revenue	1,169,412	267,238	1,066,290	1,082,290	1,082,290	16,000	0
Total Financing	1,169,412	267,238	1,066,290	1,082,290	1,082,290	16,000	0
Net County Cost	4,014,753	8,011,641	5,075,676	5,367,312	5,633,434	557,758	266,122
FTE - Mgmt	NA	NA	29.42	28.42	31.42	2.00	3.00
FTE - Non Mgmt	NA	NA	28.88	23.88	23.88	(5.00)	0.00
Total FTE	NA	NA	58.30	52.30	55.30	(3.00)	3.00
Authorized - Mgmt	NA	NA	33	33	36	3	3
Authorized - Non Mgmt	NA	NA	47	42	42	(5)	0
Total Authorized	NA	NA	80	75	78	(2)	3

10000-250200 Probation - Adult	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	8,427,863	11,372,299	10,915,663	13,364,562	12,302,635	1,386,972	(1,061,927)
S&S	1,554,727	1,799,013	1,995,566	2,168,990	2,144,181	148,615	(24,809)
Intra Fund Transfers	0	(356,844)	0	0	0	0	0
Other Financing Uses	6,742	0	0	0	0	0	0
Net Appropriation	9,989,332	12,814,468	12,911,229	15,533,552	14,446,816	1,535,587	(1,086,736)
Financing							
Revenue	886,350	699,021	1,437,052	1,594,081	1,594,081	157,029	0
Total Financing	886,350	699,021	1,437,052	1,594,081	1,594,081	157,029	0
Net County Cost	9,102,982	12,115,447	11,474,177	13,939,471	12,852,735	1,378,558	(1,086,736)
FTE - Mgmt	NA	NA	13.92	13.92	12.92	(1.00)	(1.00)
FTE - Non Mgmt	NA	NA	145.75	145.75	134.75	(11.00)	(11.00)
Total FTE	NA	NA	159.67	159.67	147.67	(12.00)	(12.00)
Authorized - Mgmt	NA	NA	17	18	17	0	(1)
Authorized - Non Mgmt	NA	NA	190	188	175	(15)	(13)
Total Authorized	NA	NA	207	206	192	(15)	(14)

10000-250300 Probation Juvenile Field Services	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	9,724,594	12,988,886	12,522,101	15,483,364	15,263,813	2,741,712	(219,551)
S&S	3,454,534	2,739,126	2,502,530	2,706,195	2,522,403	19,873	(183,792)
Other	4,193	1,702,527	1,800,000	1,800,000	1,800,000	0	0
Intra Fund Transfers	0	(174,150)	(492,281)	(492,281)	(492,281)	0	0
Other Financing Uses	975,415	0	0	0	0	0	0
Net Appropriation	14,158,736	17,256,389	16,332,350	19,497,278	19,093,935	2,761,585	(403,343)
Financing							
Revenue	9,195,146	6,868,635	7,590,697	9,052,577	10,902,990	3,312,293	1,850,413
Total Financing	9,195,146	6,868,635	7,590,697	9,052,577	10,902,990	3,312,293	1,850,413
Net County Cost	4,963,590	10,387,754	8,741,653	10,444,701	8,190,945	(550,708)	(2,253,756)
FTE - Mgmt	NA	NA	21.00	22.00	20.00	(1.00)	(2.00)
FTE - Non Mgmt	NA	NA	165.05	165.05	164.88	(0.17)	(0.17)
Total FTE	NA	NA	186.05	187.05	184.88	(1.17)	(2.17)
Authorized - Mgmt	NA	NA	23	24	22	(1)	(2)
Authorized - Non Mgmt	NA	NA	193	203	202	9	(1)
Total Authorized	NA	NA	216	227	224	8	(3)

10000-250400 Probation Juvenile Institutions	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	20,822,318	25,984,692	21,072,344	25,396,264	23,141,982	2,069,638	(2,254,282)
S&S	7,885,980	8,910,898	6,872,653	7,585,203	6,950,423	77,770	(634,780)
Other	1,174,825	0	0	0	0	0	0
Intra Fund Transfers	(5,633)	(2,180,452)	0	0	0	0	0
Net Appropriation	29,877,490	32,715,138	27,944,997	32,981,467	30,092,405	2,147,408	(2,889,062)
Financing							
Revenue	2,398,600	892,793	2,485,746	1,029,862	1,008,394	(1,477,352)	(21,468)
Total Financing	2,398,600	892,793	2,485,746	1,029,862	1,008,394	(1,477,352)	(21,468)
Net County Cost	27,478,890	31,822,345	25,459,251	31,951,605	29,084,011	3,624,760	(2,867,594)
FTE - Mgmt	NA	NA	35.33	35.33	34.33	(1.00)	(1.00)
FTE - Non Mgmt	NA	NA	282.30	287.30	259.18	(23.12)	(28.12)
Total FTE	NA	NA	317.63	322.63	293.51	(24.12)	(29.12)
Authorized - Mgmt	NA	NA	41	44	43	2	(1)
Authorized - Non Mgmt	NA	NA	355	387	369	14	(18)
Total Authorized	NA	NA	396	431	412	16	(19)

22406-250900 Probation Grants	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	1,406,651	1,584,339	2,080,729	3,086,083	3,073,698	992,969	(12,385)
S&S	9,261,360	8,403,432	8,990,858	7,785,736	6,197,708	(2,793,150)	(1,588,028)
Other	0	39,587	0	0	0	0	0
Other Financing Uses	34,018	136,888	0	0	0	0	0
Net Appropriation	10,702,029	10,164,246	11,071,587	10,871,819	9,271,406	(1,800,181)	(1,600,413)
Financing							
Revenue	9,479,711	12,199,704	11,071,587	10,871,819	9,271,406	(1,800,181)	(1,600,413)
Total Financing	9,479,711	12,199,704	11,071,587	10,871,819	9,271,406	(1,800,181)	(1,600,413)
Net County Cost	1,222,318	(2,035,458)	0	0	0	0	0
FTE - Mgmt	NA	NA	3.00	5.00	5.00	2.00	0.00
FTE - Non Mgmt	NA	NA	22.00	26.00	26.00	4.00	0.00
Total FTE	NA	NA	25.00	31.00	31.00	6.00	0.00
Authorized - Mgmt	NA	NA	3	5	5	2	0
Authorized - Non Mgmt	NA	NA	22	26	26	4	0
Total Authorized	NA	NA	25	31	31	6	0

PUBLIC DEFENDER/INDIGENT DEFENSE

Diane Bellas
Public Defender

Financial Summary

Public Defender	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	34,446,306	37,576,281	(1,390,615)	143,000	36,328,666	1,882,360	5.5%
Revenue	3,014,314	2,508,063	621,059	143,000	3,272,122	257,808	8.6%
Net	31,431,992	35,068,218	(2,011,674)	0	33,056,544	1,624,552	5.2%
FTE - Mgmt	155.33	155.33	(7.75)	0.00	147.58	(7.75)	-5.0%
FTE - Non Mgmt	48.42	48.42	(2.00)	0.00	46.42	(2.00)	-4.1%
Total FTE	203.75	203.75	(9.75)	0.00	194.00	(9.75)	-4.8%

MISSION STATEMENT

To provide a fully-competent, effective and ethical defense for each client whose cause has been entrusted to the department, to provide all mandated legal services in a cost-effective and efficient manner and to conduct that representation in a manner that promotes fairness in the administration of justice.

MANDATED SERVICES

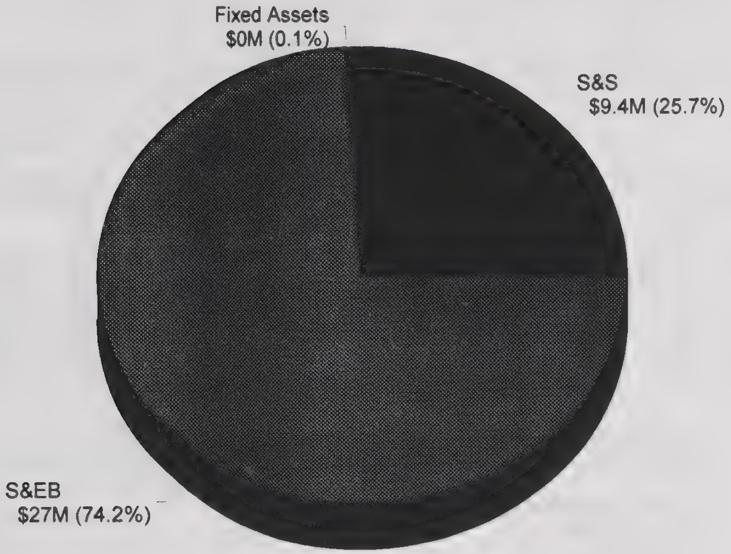
The Public Defender is the primary defense attorney for all indigent persons within Alameda County accused of crimes or otherwise facing potential loss of liberty. For these persons, legal representation at public expense is mandated by statute and County Charter, as well as the State and federal Constitutions.

When the Public Defender is unable to provide defense of indigents due to conflict of interest or for other valid reasons, cases are referred to the Alameda County Bar Association for appointment of attorneys. The contract for these services is administered by the County Administrator's Office. Funding for this contract is reflected in this budget summary in order to reflect the total cost for indigent defense.

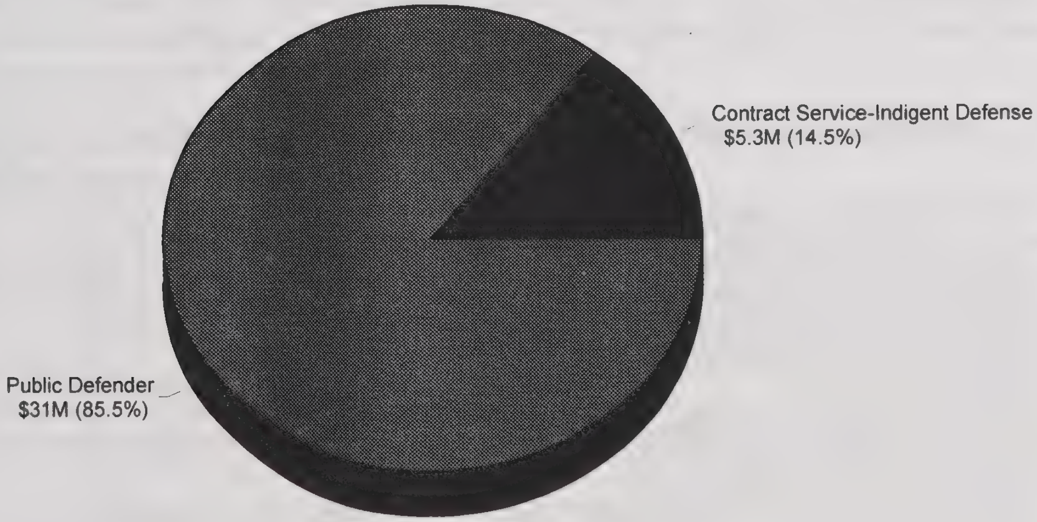
DISCRETIONARY SERVICES

The Public Defender provides no discretionary services.

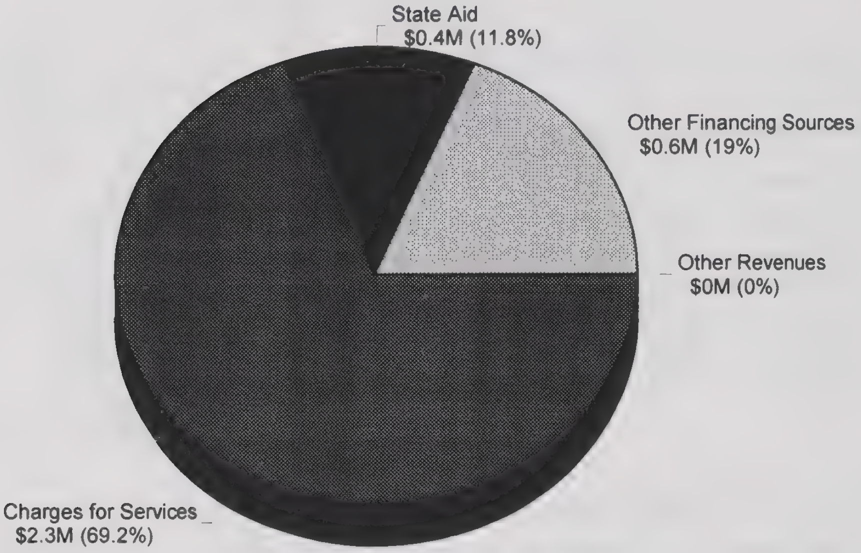
Total Appropriation by Major Object



Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 203.75 full-time equivalent positions at a net county cost of $35,068,218. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $3,636,226 with no full-time equivalent positions changes.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**34,446,306**	**3,014,314**	**31,431,992**	**203.75**
Salary & Benefit COLA increase	1,175,290	0	1,175,290	0.00
Retirement contribution increase	1,370,233	0	1,370,233	0.00
Internal Service Fund adjustments	382,298	0	382,298	0.00
Technical/operating adjustments	22,645	0	22,645	0.00
Termination of grant	(98,857)	(98,857)	0	0.00
Court-appointed attorney COLA	278,366	0	278,366	0.00
Increase in departmental revenues from child dependency representations	0	302,179	(302,179)	0.00
Eliminate one-time use of designation revenue	0	(709,573)	709,573	0.00
Subtotal MOE Changes	**3,129,975**	**(506,251)**	**3,636,226**	**0.00**

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**37,576,281**	**2,508,063**	**35,068,218**	**203.75**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**37,576,281**	**2,508,063**	**35,068,218**	**203.75**
Reduce funded vacancies	(939,801)	0	(939,801)	(7.00)
Reduce Branch Operations	(155,150)	0	(155,150)	(0.92)
Reduce Investigative Services and reduce fleet vehicles by 2	(222,181)	0	(222,181)	(1.83)
Use of Public Safety Designation Fund	0	621,059	(621,059)	0.00
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(73,483)	0	(73,483)	0.00
Subtotal VBB Changes	**(1,390,615)**	**621,059**	**(2,011,674)**	**(9.75)**
2003-04 Proposed Budget	**36,185,666**	**3,129,122**	**33,056,544**	**194.00**

- Use of Fiscal Management Reward Program savings of $98,011.

Service Impacts

- Eliminating vacant positions will hamper the department's ability to hire support staff and to flexibly staff positions.
- Reducing branch operations may impact the Public Defender's ability to staff the smaller branch court facilities.
- Eliminating the attorney handling on-campus recruitment and interviewing will impact ability to meet affirmative action goals.

The Proposed Budget includes funding for 194.00 full-time equivalent positions at a net county cost of $33,056,544.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Public Defender budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**36,185,666**	**3,129,122**	**33,056,544**	**194.00**
Adjustments to reflect accrual of State revenue	143,000	143,000	0	0.00
Subtotal Board/Final Changes	**143,000**	**143,000**	**0**	**0.00**
2003-04 Approved Budget	**36,328,666**	**3,272,122**	**33,056,544**	**194.00**

The Final Budget includes funding for 194.00 full-time equivalent positions at a net county cost of $33,056,544.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 194.00 full-time equivalent positions at a net county cost of $33,056,544.

MAJOR SERVICE AREAS

INDIGENT DEFENSE

The Public Defender is responsible for:

- Defense of indigent persons accused of misdemeanor crimes in all judicial districts in the County;
- Defense of indigent persons accused of felony crimes through preliminary hearing in all judicial districts and in jury trials conducted in North and South County;
- Defense of juvenile offenders prosecuted under Welfare and Institutions Code Section 602, including those subject to direct prosecution in adult court;
- Representation of children and parents involved in child dependency proceedings under Welfare and Institutions Code Section 300;
- Representation of persons subject to involuntary mental hospitalization and conservatorship proceedings in both Mental Health and Probate Courts;
- Defense of inmates in various proceedings to extend incarceration beyond the prescribed term of punishment, including “sexual predator” under Welfare and Institutions Code Section 6600, “insanity commitment” extensions under Penal Code Section 1026, “dangerous prisoner” under Penal Code Section 5300, “mentally disordered offender” under Penal Code Section 2970 and “youthful offender” under Welfare and Institutions Code Section 1800; and

- Defense of indigent persons before the Appellate Division of the Alameda County Superior Court, the Court of Appeal of the State of California and the Supreme Court of the State of California, in matters relating to pending litigation in the Superior Court.

Goal:

To continue to develop and implement strategies for the most effective allocation of attorneys and legal support staff to branch offices, units, and court assignments to meet variable workload demands, with particular emphasis on serious felony charges.

Objectives:

- Utilize computer and video communication technology to the fullest extent for case tracking, legal research, and more frequent client contacts.
- Continue professional recruitment to attract and maintain a diverse pool of qualified legal staff.

Goal:

To continue and expand staff training including mandatory continuing legal education for attorneys.

Objectives:

- Add a management training component for senior attorneys.
- Develop a course in legal/court procedures and train support staff.
- Continue and expand the current efforts to develop an intensive, special case-related training to enhance the ability of criminal litigators to handle the growing caseload of sexual predators, mentally-disordered offenders, and other extension-of-confinement cases.

DEPENDENCY SERVICES

Goal:

To complete negotiations with the Superior Court for a three-year Memorandum of Understanding relating to services in dependency proceedings, increasing the scope of those services and providing a training component.

Objectives:

- Increase unit attorney staff to eight.

- Add case workers to monitor levels of medical care provided to clients.
- Provide social worker training to attorney staff in areas of effective communications with mentally-ill or developmentally-disabled clients and home visitation.

Workload Indicators:

	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY2004 Estimate
Total Files Opened	53,934	54,914	55,000	55,000
Felony Case Files	8,353	8,385	8,500	8,500
Misdemeanor Case Files	28,739	27,728	29,000	29,000
Juvenile Cases	2,969	2,509	2,700	2,700
Child Dependency Cases	1,274	896	1,000	1,000
Civil/Commitment Cases	1,934	1,987	2,000	2,000
Conflicts Declared	6,940	7,391	7,500	7,500
Court Appointed Contract Criminal Cases	5,683	7,039	6,490	6,490

Note: Data is based on calendar year.

Budget Units Included:

10000-220100 Public Defender	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	21,418,565	23,588,221	25,582,999	28,129,350	26,952,572	1,369,573	(1,176,778)
S&S	3,755,690	4,436,993	3,832,299	4,139,925	4,069,372	237,073	(70,553)
Fixed Assets	0	52,241	23,406	23,406	23,406	0	0
Intra Fund Transfers	0	(28,210)	(95,723)	0	0	95,723	0
Other Financing Uses	12,481	0	0	0	0	0	0
Net Appropriation	25,186,736	28,049,245	29,342,981	32,292,681	31,045,350	1,702,369	(1,247,331)
Financing							
Revenue	1,575,907	1,070,966	2,513,757	2,069,463	2,833,522	319,765	764,059
Total Financing	1,575,907	1,070,966	2,513,757	2,069,463	2,833,522	319,765	764,059
Net County Cost	23,610,829	26,978,279	26,829,224	30,223,218	28,211,828	1,382,604	(2,011,390)
FTE - Mgmt	NA	NA	155.33	155.33	147.58	(7.75)	(7.75)
FTE - Non Mgmt	NA	NA	48.42	48.42	46.42	(2.00)	(2.00)
Total FTE	NA	NA	203.75	203.75	194.00	(9.75)	(9.75)
Authorized - Mgmt	NA	NA	178	178	178	0	0
Authorized - Non Mgmt	NA	NA	62	63	63	1	0
Total Authorized	NA	NA	240	241	241	1	0

10000-301000 Contract Service-Indigent Defense	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	4,540,703	5,012,620	5,004,468	5,283,600	5,283,316	278,848	(284)
Net Appropriation	4,540,703	5,012,620	5,004,468	5,283,600	5,283,316	278,848	(284)
Financing							
Revenue	397,278	62,151	401,700	438,600	438,600	36,900	0
Total Financing	397,278	62,151	401,700	438,600	438,600	36,900	0
Net County Cost	4,143,425	4,950,469	4,602,768	4,845,000	4,844,716	241,948	(284)

SHERIFF'S DEPARTMENT

Charles C. Plummer
Sheriff

Financial Summary

Sheriff's Department	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	183,398,289	204,250,269	(5,051,654)	1,715,137	200,913,752	17,515,463	9.6%
Property Tax	9,598,538	10,062,852	0	0	10,062,852	464,314	4.8%
AFB	75,443	71,026	0	0	71,026	(4,417)	-5.9%
Revenue	67,623,370	68,172,076	230,000	15,137	68,417,213	793,843	1.2%
Net	106,100,938	125,944,315	(5,281,654)	1,700,000	122,362,661	16,261,723	15.3%
FTE - Mgmt	109.00	109.00	(1.00)	0.00	108.00	(1.00)	-0.9%
FTE - Non Mgmt	1,327.99	1,340.99	(55.58)	20.74	1,306.15	(21.84)	-1.6%
Total FTE	1,436.99	1,449.99	(56.58)	20.74	1,414.15	(22.84)	-1.6%

MISSION STATEMENT

To protect life and property and to enforce civil and criminal laws while respecting the rights of all; recognizing the diversity of the community served; identifying and maintaining a high level of professionalism, integrity, and readiness; and delivering consistent and humane treatment to those under our care and custody.

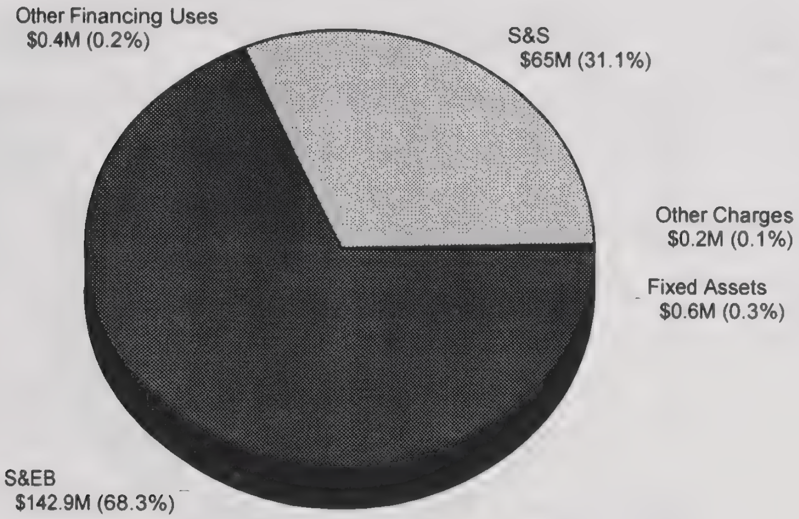
MANDATED SERVICES

California Government Code, Section 24000, identifies the Sheriff as an elected officer of the County and defines the qualifications required to hold office. California Government Code, Section 26600 outlines the duties of the Sheriff and states that the Sheriff shall preserve peace, arrest all persons who attempt to commit public offenses, be the authority to keep the county jail and the prisoners in it, and serve all process and notices in the manner prescribed by law. In addition to being a Constitutional Officer of the County, the Sheriff also acts as the Coroner, Public Administrator, Director of Emergency Services and an officer of the courts. The level of services is determined by specific statute or judicial mandate.

DISCRETIONARY SERVICES

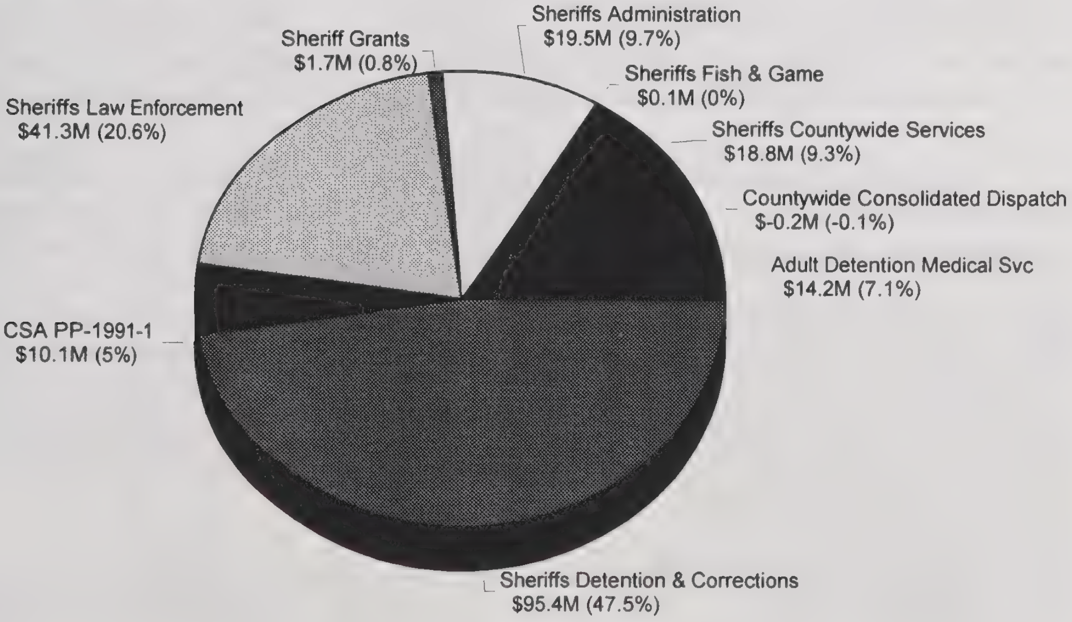
The following services are discretionary within the Sheriff's Department: dispatch services, contract police services, crime laboratory services and programs designed as alternatives to incarceration, such as community re-entry, electronic surveillance, and the weekender programs. The services provided by the crime prevention unit such as the school resource officers and D.A.R.E. programs are also discretionary.

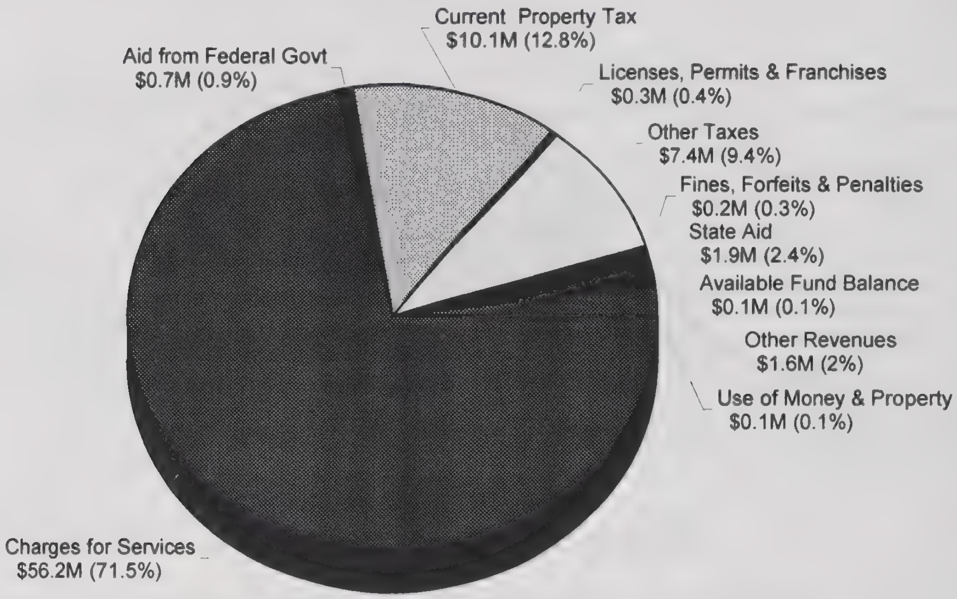
Total Appropriation by Major Object



Intra Fund Transfers $-8.2M

Total Appropriation by Budget Unit




Total Revenue by Source

SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 1,449.99 full-time equivalent positions at a net county cost of $125,944,315. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a net county cost increase of $19,843,377, and an increase of 13.00 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**183,398,289**	**77,297,351**	**106,100,938**	**1,436.99**
Salary & Benefit COLA increase	8,180,498	0	8,180,498	0.00
Retirement contribution increase	7,144,273	0	7,144,273	0.00
Reclassification/transfer of positions	0	0	0	11.00
Mid-year Board approved adjustments	1,037,658	1,037,658	0	3.00
Internal Service Fund adjustments	3,391,919	35,166	3,356,753	0.00
Contract COLA increase	833,522	0	833,522	0.00
Technical/operating adjustments	51,853	0	51,853	0.00
Grant related adjustments	212,257	212,257	0	(1.00)
Departmental revenue adjustments	0	(276,478)	276,478	0.00
Subtotal MOE Changes	**20,851,980**	**1,008,603**	**19,843,377**	**13.00**
2003-04 MOE Budget	**204,250,269**	**78,305,954**	**125,944,315**	**1,449.99**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**204,250,269**	**78,305,954**	**125,944,315**	**1,449.99**
Increase booking fee revenue	85,000	230,000	(145,000)	
Reduce SSA contract for security services	0	0	0	(5.00)
Reduce Sheriff Technician support in Santa Rita Jail Programs	(1,345,292)	0	(1,345,292)	(19.25)
Reduce vacant funded positions	(1,028,181)	0	(1,028,181)	(11.00)
Reduce fleet vehicles by 7	(36,960)	0	(36,960)	
Reduce SRJ reception hours	(111,060)	0	(111,060)	(1.83)
Reduce sheriff support to Auto Theft Task Force	(94,366)	0	(94,366)	(0.83)
Reduce Parking/Abandoned Vehicle Enforcement Unit	(413,717)	0	(413,717)	(4.67)
Reduce Technician support to the ETS telephone reporting unit	(451,211)	0	(451,211)	(6.00)
Reduce deputy support to Prisoner Pick-up/Warrant service unit	(226,476)	0	(226,476)	(2.00)
Reduce staffing to Recruitment & Backgrounds Unit	(634,820)	0	(634,820)	(6.00)
Reduce ISF charges based on GSA, ITD and Risk Management reductions	(794,571)	0	(794,571)	0.00
Subtotal VBB Changes	**(5,051,654)**	**230,000**	**(5,281,654)**	**(56.59)**
2003-04 Proposed Budget	**199,198,615**	**78,535,954**	**120,662,661**	**1,393.40**

- Use of Fiscal Management Reward Program savings of $4,000,000.

Service Impacts

- Increase in revenue anticipated from the inmate booking fee increase effective July 1st. This is the fee charged to jurisdictions for placing inmates in the county jail.

- Reducing Sheriffs Technician support to various Santa Rita Jail programs will impact the ability of the Maximizing Opportunities for Mothers to Succeed (MOMS) program to track graduates; hamper the tracking of staff training; interfere with the scheduling of out-of-county prisoner pick-up; delay processing of inmates in and out of custody and getting inmates to court; and reduce support at the Community Re-entry Center (CRC).

- Reducing funded vacant positions will permanently shift some duties to other staff and reduce staffing flexibility.

- Eliminating the midnight front lobby shift at Santa Rita will close the desk during those hours causing the public and bail bonds staff to wait until the morning shift to conduct business.

- Eliminating the detective support on the Alameda County Regional Auto Theft Task Force will restrict the ability to take a regional approach to preventing and solving these types of crimes.

- Reducing the Parking/Abandoned Vehicle Enforcement Unit will shift duties to patrol units and may reduce citation, fine, and vehicle release revenue.

- Reducing Technician support to the Eden Township Substation Telephone Reporting Unit which takes citizen reports both on the phone and at the front desk, will shift tasks to patrol staff. These positions are currently vacant.

- Eliminating Prisoner Pick-up/Warrant Service Unit, which handles retrieval of inmates from other jurisdictions based on Alameda County warrants, will shift this function to Santa Rita.

The Proposed Budget includes funding for 1,393.40 full-time equivalent positions at a net county cost of $120,662,661.

FINAL BUDGET ADJUSTMENTS

Final Budget adjustments in the Sheriff's Department budget include:

Board/Final Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 Proposed	**199,198,615**	**78,535,954**	**120,662,661**	**1,393.40**
Mid-year adjustments	15,137	15,137	0	(3.00)
Board restoration of proposed staffing reductions offset with prior year FMR savings	1,700,000	0	1,700,000	23.75
Subtotal Board/Final Changes	**1,715,137**	**15,137**	**1,700,000**	**20.75**
2003-04 Approved Budget	**200,913,752**	**78,551,091**	**122,362,661**	**1,414.15**

The Final Budget includes funding for 1,414.15 full-time equivalent positions at a net county cost of $122,362,661.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget includes funding for 1,414.15 full-time equivalent positions at a net county cost of $122,362,661.

MAJOR SERVICE AREAS

SHERIFF'S MANAGEMENT SERVICES

Sheriff's Administration/Management Services provides Department-wide administrative support services including: budget preparation; payroll and accounting functions; human resources; staff recruitment and selection; hiring; background investigations; and training. In addition, the division includes the Planning and Research Unit, the Central Identification Bureau, CAL-ID, and the Special Operations Groups (Bomb Squad, Special Response Unit, and Hostage Negotiation). Sheriff's Administration is also responsible for all internal and administrative investigations.

Goal:

To provide law enforcement services that enhance the quality of life for the citizens of the County.

Objectives:

- Hire and develop professional and sworn staff that reflect the integrity and professionalism required of a law enforcement agency and the diversity of the community it serves.
- Provide trained personnel equipped to handle the law enforcement needs of an urban population.

Workload Measures:

Administration	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Deputies Hired/Number of Deputy Applications Received	96/1,045	71/1,388	50/1,500	100/1,500
# of Professional Staff Hired	154	206	150	150
Hours of Staff Training Each Year	145,399	22,063	20,000	20,000
# of Internal Affairs Investigations	119	97	120	120

COUNTYWIDE SERVICES

Countywide Services Division provides the following services throughout the County: bailiffs and marshals to all courts, civil process services, crime laboratory services, coordination of emergency response efforts, investigation into and determination of the cause of unnatural deaths, administration of the estates of decedents, and animal control services.

Goal:

To provide law enforcement services that enhance the quality of life for the citizens of the County.

Workload Indicators:

Countywide Services	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Eviction, Garnishments, and Other Legal Processes	14,997	12,836	13,250	13,500
Bench Warrants Issued	332	355	350	373
# of Animals Impounded	6,354	6,339	5,812	6,102

DETENTION AND CORRECTIONS

Detention and Corrections (D&C) Division provides care, custody, and control of inmates sentenced by the court at the Santa Rita Jail, a Type II 24-hour facility. In addition, D&C provides inmate transportation and alternatives to incarceration through Community Re-entry, Electronic Home Surveillance, and Work in Lieu of Confinement programs. This division also provides security services when inmates are hospitalized for either medical or psychiatric care.

Objective:

- Keep inmates in a controlled environment while providing them with lifestyle support and an educational opportunity.

Workload Measures:

Detentions and Corrections	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
# of Inmates Earning GEDs while in Custody	95	96	87	85
Average Daily Number of Inmates Housed in Jail Facilities	4,334	3,714	3,785	3,875
Average Daily Number of Inmates Participating in Jail Alternative Programs	202	415	395	400

LAW ENFORCEMENT SERVICES

Law Enforcement Services Division provides patrol, investigation, contract law enforcement services, consolidated dispatch, and records/warrants services.

Objective:

Enforce State and local laws and maintain an orderly environment for County citizens.

Workload Indicators:

Law Enforcement	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate	FY 2004 Estimate
Misdemeanor arrests (Eden Township Substation)	6,308	3,535	6,050	6,000
Felony Arrests (Eden Township Substation)	2,427	2,139	2,265	2,000

Budget Units Included:

10000-290100 Sheriffs Administration	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	9,548,003	10,457,785	12,010,670	14,150,707	12,877,609	866,939	(1,273,098)
S&S	9,254,068	9,640,381	7,382,703	6,812,019	6,738,602	(644,101)	(73,417)
Fixed Assets	1,192,870	110,241	124,038	125,063	125,063	1,025	0
Intra Fund Transfers	(343,985)	(202,650)	(341,828)	(200,673)	(200,673)	141,155	0
Other Financing Uses	1,600,000	26,679	0	0	0	0	0
Net Appropriation	21,250,956	20,032,436	19,175,583	20,887,116	19,540,601	365,018	(1,346,515)
Financing							
Revenue	3,882,507	4,130,473	3,815,602	2,677,885	2,677,885	(1,137,717)	0
Total Financing	3,882,507	4,130,473	3,815,602	2,677,885	2,677,885	(1,137,717)	0
Net County Cost	17,368,449	15,901,963	15,359,981	18,209,231	16,862,716	1,502,735	(1,346,515)
FTE - Mgmt	NA	NA	43.00	45.00	45.00	2.00	0.00
FTE - Non Mgmt	NA	NA	78.00	86.00	72.00	(6.00)	(14.00)
Total FTE	NA	NA	121.00	131.00	117.00	(4.00)	(14.00)
Authorized - Mgmt	NA	NA	45	48	51	6	3
Authorized - Non Mgmt	NA	NA	100	113	117	17	4
Total Authorized	NA	NA	145	161	168	23	7

10000-290300 Sheriffs Countywide Services	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	22,516,269	23,548,749	12,566,886	14,230,958	14,212,573	1,645,687	(18,385)
S&S	6,137,499	6,125,658	5,353,997	6,631,134	6,567,263	1,213,266	(63,871)
Other	48,451	48,025	61,016	61,016	61,016	0	0
Fixed Assets	32,475	5,615	0	0	0	0	0
Intra Fund Transfers	(37,352)	(461,650)	(1,501,477)	(2,080,429)	(2,080,429)	(578,952)	0
Other Financing Uses	5,662	0	0	0	0	0	0
Net Appropriation	28,703,004	29,266,397	16,480,422	18,842,679	18,760,423	2,280,001	(82,256)
Financing							
Revenue	17,836,288	18,709,607	3,878,184	4,492,713	4,492,713	614,529	0
Total Financing	17,836,288	18,709,607	3,878,184	4,492,713	4,492,713	614,529	0
Net County Cost	10,866,716	10,556,790	12,602,238	14,349,966	14,267,710	1,665,472	(82,256)
FTE - Mgmt	NA	NA	16.00	16.00	16.00	0.00	0.00
FTE - Non Mgmt	NA	NA	135.00	139.00	139.00	4.00	0.00
Total FTE	NA	NA	151.00	155.00	155.00	4.00	0.00
Authorized - Mgmt	NA	NA	16	16	16	0	0
Authorized - Non Mgmt	NA	NA	141	142	142	1	0
Total Authorized	NA	NA	157	158	158	1	0

10000-290361 Countywide Consolidated Dispatch	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	3,085,488	3,131,611	2,964,848	3,159,766	2,994,091	29,243	(165,675)
S&S	528,671	408,387	392,428	484,077	479,854	87,426	(4,223)
Fixed Assets	0	139,672	146,699	146,699	146,699	0	0
Intra Fund Transfers	(2,498,272)	(2,757,954)	(3,212,511)	(3,790,542)	(3,790,542)	(578,031)	0
Net Appropriation	1,115,887	921,716	291,464	0	(169,898)	(461,362)	(169,898)
Financing							
Revenue	683,129	780,194	54,668	69,996	69,996	15,328	0
Total Financing	683,129	780,194	54,668	69,996	69,996	15,328	0
Net County Cost	432,758	141,522	236,796	(69,996)	(239,894)	(476,690)	(169,898)
FTE - Mgmt	NA	NA	6.00	6.00	6.00	0.00	0.00
FTE - Non Mgmt	NA	NA	30.00	30.00	28.00	(2.00)	(2.00)
Total FTE	NA	NA	36.00	36.00	34.00	(2.00)	(2.00)
Authorized - Mgmt	NA	NA	7	7	7	0	0
Authorized - Non Mgmt	NA	NA	41	39	36	(5)	(3)
Total Authorized	NA	NA	48	46	43	(5)	(3)

21100-290371 Sheriffs Fish & Game	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	7,194	7,063	80,843	78,526	78,526	(2,317)	0
Net Appropriation	7,194	7,063	80,843	78,526	78,526	(2,317)	0
Financing							
AFB	(13,124)	20,154	75,443	71,026	71,026	(4,417)	0
Revenue	30,395	46,268	5,400	7,500	7,500	2,100	0
Total Financing	17,271	66,422	80,843	78,526	78,526	(2,317)	0
Net County Cost	(10,077)	(59,359)	0	0	0	0	0

10000-290500 Sheriffs Detention & Corrections	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	62,281,059	67,044,342	63,814,102	68,160,795	67,383,564	3,569,462	(777,231)
S&S	26,768,366	25,223,201	25,739,184	27,944,052	27,786,455	2,047,271	(157,597)
Fixed Assets	69,409	74,424	80,386	80,386	80,386	0	0
Intra Fund Transfers	(250,213)	(278,631)	(135,000)	(230,000)	(230,000)	(95,000)	0
Other Financing Uses	737,037	424,193	422,823	423,243	423,243	420	0
Net Appropriation	89,605,658	92,487,529	89,921,495	96,378,476	95,443,648	5,522,153	(934,828)
Financing							
Revenue	32,006,243	31,838,578	28,832,852	27,869,145	28,099,145	(733,707)	230,000
Total Financing	32,006,243	31,838,578	28,832,852	27,869,145	28,099,145	(733,707)	230,000
Net County Cost	57,599,415	60,648,951	61,088,643	68,509,331	67,344,503	6,255,860	(1,164,828)
FTE - Mgmt	NA	NA	26.00	23.00	22.00	(4.00)	(1.00)
FTE - Non Mgmt	NA	NA	701.15	676.15	670.15	(31.00)	(6.00)
Total FTE	NA	NA	727.15	699.15	692.15	(35.00)	(7.00)
Authorized - Mgmt	NA	NA	26	23	23	(3)	0
Authorized - Non Mgmt	NA	NA	709	684	679	(30)	(5)
Total Authorized	NA	NA	735	707	702	(33)	(5)

10000-290561 Adult Detention Medical Svc	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&S	10,096,732	12,889,941	13,402,965	14,227,871	14,226,234	823,269	(1,637)
Fixed Assets	9,936	0	0	0	0	0	0
Net Appropriation	10,106,668	12,889,941	13,402,965	14,227,871	14,226,234	823,269	(1,637)
Financing							
Revenue	25,299	27,909	32,000	37,000	37,000	5,000	0
Total Financing	25,299	27,909	32,000	37,000	37,000	5,000	0
Net County Cost	10,081,369	12,862,032	13,370,965	14,190,871	14,189,234	818,269	(1,637)

10000-290600 Sheriffs Law Enforcement	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	17,153,909	23,188,808	27,655,631	36,423,316	35,319,808	7,664,177	(1,103,508)
S&S	7,188,124	7,716,671	6,963,322	7,973,919	7,862,000	898,678	(111,919)
Fixed Assets	15,964	408,038	0	0	0	0	0
Intra Fund Transfers	(417,475)	(2,250,740)	(2,136,910)	(2,294,918)	(1,880,874)	256,036	414,044
Other Financing Uses	426,716	90,643	0	0	0	0	0
Net Appropriation	24,367,238	29,153,420	32,482,043	42,102,317	41,300,934	8,818,891	(801,383)
Financing							
Revenue	20,909,332	26,793,190	29,039,728	31,347,405	31,362,542	2,322,814	15,137
Total Financing	20,909,332	26,793,190	29,039,728	31,347,405	31,362,542	2,322,814	15,137
Net County Cost	3,457,906	2,360,230	3,442,315	10,754,912	9,938,392	6,496,077	(816,520)
FTE - Mgmt	NA	NA	18.00	19.00	19.00	1.00	0.00
FTE - Non Mgmt	NA	NA	382.83	409.83	397.00	14.17	(12.83)
Total FTE	NA	NA	400.83	428.83	416.00	15.17	(12.83)
Authorized - Mgmt	NA	NA	18	20	20	2	0
Authorized - Non Mgmt	NA	NA	393	415	416	23	1
Total Authorized	NA	NA	411	435	436	25	1

21606-290701 CSA PP-1991-1	**2000 - 01 Actual**	**2001 - 02 Actual**	**2002 - 03 Budget**	**2003 - 04 MOE**	**2003 - 04 Budget**	**Change 2003 - 04 Budget**	**Change from MOE**
Appropriation							
S&EB	9,142,425	9,907,584	10,117,528	9,946,856	9,946,856	(170,672)	0
S&S	136,399	97,333	8,916	8,916	8,916	0	0
Other	16,702	16,403	16,403	109,389	109,389	92,986	0
Net Appropriation	9,295,526	10,021,320	10,142,847	10,065,161	10,065,161	(77,686)	0
Financing							
Property Tax	8,570,341	9,313,699	9,598,538	10,062,852	10,062,852	464,314	0
AFB	(18,564)	0	0	0	0	0	0
Revenue	743,840	754,200	544,309	2,309	2,309	(542,000)	0
Total Financing	9,295,617	10,067,899	10,142,847	10,065,161	10,065,161	(77,686)	0
Net County Cost	(91)	(46,579)	0	0	0	0	0

22408-290900 Sheriff Grants	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	826,708	942,126	481,912	124,870	124,752	(357,160)	(118)
S&S	1,113,492	1,192,144	938,715	1,289,585	1,289,703	350,988	118
Other	0	17,228	0	0	0	0	0
Fixed Assets	0	736,571	0	253,668	253,668	253,668	0
Other Financing Uses	759	0	0	0	0	0	0
Net Appropriation	1,940,959	2,888,069	1,420,627	1,668,123	1,668,123	247,496	0
Financing							
Revenue	1,137,477	2,780,777	1,420,627	1,668,123	1,668,123	247,496	0
Total Financing	1,137,477	2,780,777	1,420,627	1,668,123	1,668,123	247,496	0
Net County Cost	803,482	107,292	0	0	0	0	0
FTE - Mgmt	NA	NA	0.00	0.00	0.00	0.00	0.00
FTE - Non Mgmt	NA	NA	1.00	0.00	0.00	(1.00)	0.00
Total FTE	NA	NA	1.00	0.00	0.00	(1.00)	0.00
Authorized - Mgmt	NA	NA	0	0	0	0	0
Authorized - Non Mgmt	NA	NA	1	0	0	(1)	0
Total Authorized	NA	NA	1	0	0	(1)	0

TRIAL COURT FUNDING

Financial Summary

Trial Court Funding	2002 - 03 Budget	Maintenance Of Effort	Change from MOE		2003 - 04 Budget	Change from 2002 - 03 Budget	
			VBB	Final/ Amend Adj		Amount	%
Appropriations	56,028,753	56,806,595	(598,028)	0	56,208,567	179,814	0.3%
Revenue	29,286,470	31,514,409	0	0	31,514,409	2,227,939	7.6%
Net	26,742,283	25,292,186	(598,028)	0	24,694,158	(2,048,125)	-7.7%
FTE - Mgmt	3.00	3.00	0.00	0.00	3.00	0.00	0.0%
FTE - Non Mgmt	139.00	142.00	0.00	0.00	142.00	3.00	2.2%
Total FTE	142.00	145.00	0.00	0.00	145.00	3.00	2.1%

MISSION STATEMENT

The Superior Court of California, County of Alameda, is a part of the judicial branch of State government. Its power and authority is vested in the California Constitution. Its purpose, procedures, and jurisdiction are framed by statutory mandates and California and local rules of court. Its mission is to provide mandated judicial services for the public which maximizes the public's access to the court; to create and maintain a quality of service that promotes confidence and generates support from both within and outside the criminal justice system; and to interpret and enforce existing statutes in a way that provides due process, fair treatment, and individual justice to all.

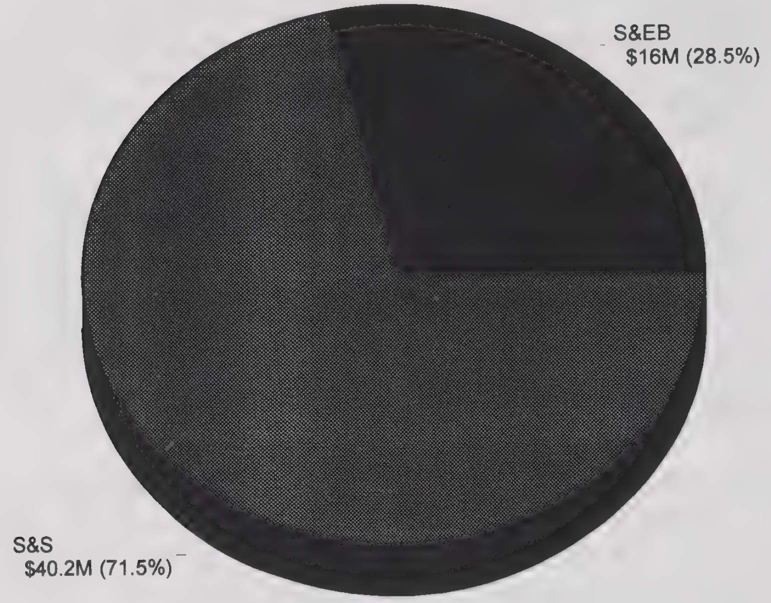
The Courts are the forum in which citizens and the community seek redress for a myriad of issues involving every aspect of daily life. The courts must safeguard the due process rights of all individuals involved in a matter. Many of the major issues facing the County, cities, and the citizenry are ultimately brought to court for resolution.

Court Security – Provides for the safety and security of Alameda County Trial Court personnel, citizens attending court sessions, and the in-custody persons appearing in County courts; works in cooperation with the County Trial Courts toward expeditious processing of matters brought before them; and responds promptly to the changing needs of the Courts. These services are provided to the Court by the Sheriff's Department and the costs are reimbursed by the Superior Court. The full-time equivalent positions reflected in the budget are Sheriff's personnel providing security functions for the Superior Court.

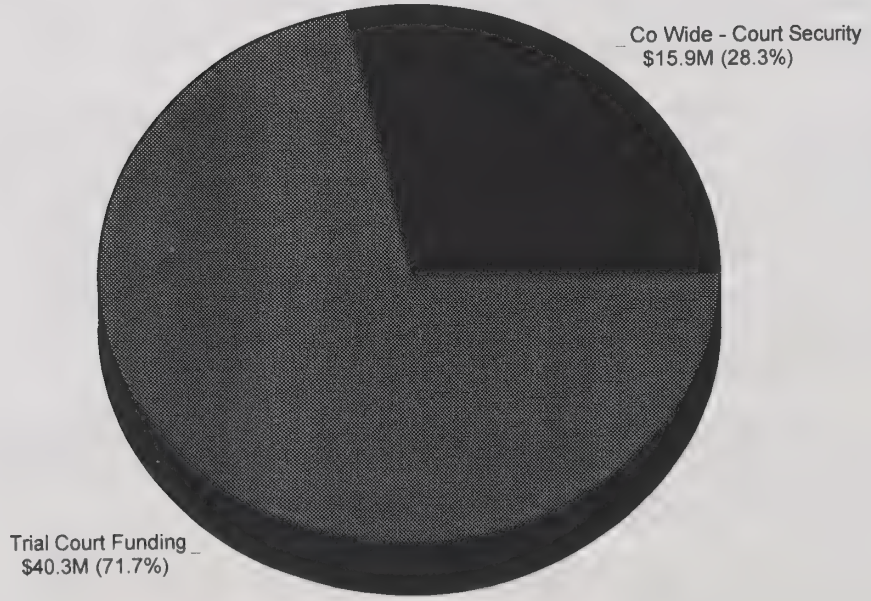
In addition, this budget contains the County's statutorily required Maintenance of Effort payment to the State, and funding to maintain court facilities as required by the Lockyer-Isenberg Trial Court Funding Act of 1997.

Discretionary services include funding for the court's financial hearing officers and a contract for pre-trial services.

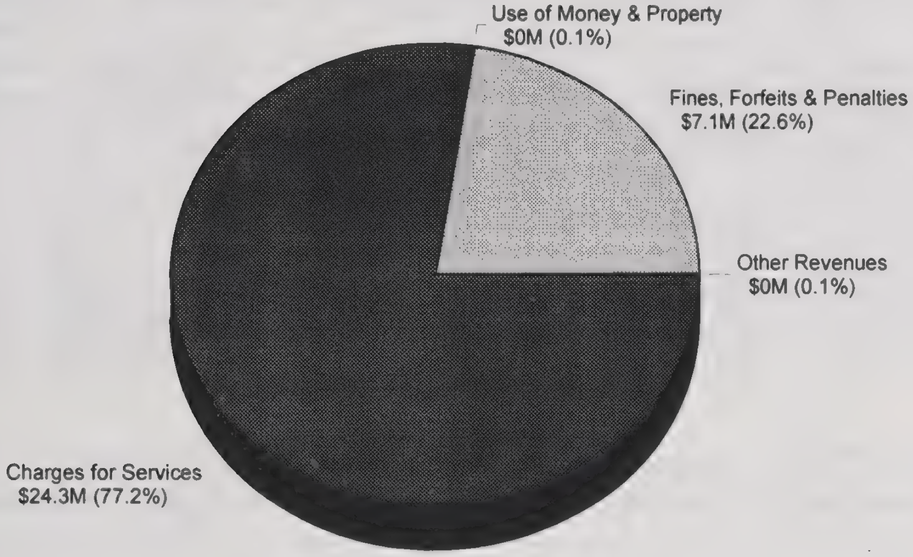
Total Appropriation by Major Object



Total Appropriation by Budget Unit



Total Revenue by Source



SUMMARY OF CHANGES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Maintenance of Effort Budget includes funding for 145.00 full-time equivalent positions at a net county cost of $25,292,186. Maintenance of Effort budget adjustments necessary to support programs in 2003-2004 result in a net county cost decrease of $1,450,097 and an increase of 3.00 full-time equivalent positions.

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**56,028,753**	**29,286,470**	**26,742,283**	**142.00**
Salary & Benefit COLA increase	924,217	0	924,217	0.00
Retirement contribution increase	1,025,435	0	1,025,435	0.00
Pretrial services contract COLA	6,871	0	6,871	0.00
Internal Service Fund adjustments	(1,370,645)	0	(1,370,645)	0.00
Court security services adjustments	191,964	191,964	0	3.00
Increase in departmental revenues	0	2,035,975	(2,035,975)	0.00
Subtotal MOE Changes	**777,842**	**2,227,939**	**(1,450,097)**	**3.00**
2003-04 MOE Budget	**56,806,595**	**31,514,409**	**25,292,186**	**145.00**

VALUE-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**56,806,595**	**31,514,409**	**25,292,186**	**145.00**
Reduce Discretionary Services & Supplies	(500,000)	0	(500,000)	0.00
Reduce ISF charges based on GSA reductions	(85,201)	0	(85,201)	0.00
Reduce Risk Management and Workers Compensation charges	(12,827)	0	(12,827)	0.00
Subtotal VBB Changes	**(598,028)**	**0**	**(598,028)**	**0.00**
2003-04 Proposed Budget	**56,208,567**	**31,514,409**	**24,694,158**	**145.00**

Service Impacts:

- Reduces available funding for court facilities lease increases or facilities projects.

The Proposed Budget includes funding for 145.00 full-time equivalent positions at a net county cost of $24,694,158.

FINAL BUDGET ADJUSTMENTS

No adjustments are required.

The Final Budget provides funding for 145.00 full-time equivalent positions at a net county cost of $24,694,158.

FINAL/AMENDED BUDGET ADJUSTMENTS

No adjustments are required.

The Final/Amended Budget provides funding for 145.00 full-time equivalent positions at a net county cost of $24,694,158.

Budget Units Included:

10000-290381 Co Wide - Court Security	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	0	0	13,394,071	15,535,687	15,517,482	2,123,411	(18,205)
S&S	0	0	361,399	394,444	412,649	51,250	18,205
Net Appropriation	0	0	13,755,470	15,930,131	15,930,131	2,174,661	0
Financing							
Revenue	0	0	13,755,470	15,930,131	15,930,131	2,174,661	0
Total Financing	0	0	13,755,470	15,930,131	15,930,131	2,174,661	0
Net County Cost	0	0	0	0	0	0	0
FTE - Mgmt	NA	NA	3.00	3.00	3.00	0.00	0.00
FTE - Non Mgmt	NA	NA	139.00	142.00	142.00	3.00	0.00
Total FTE	NA	NA	142.00	145.00	145.00	3.00	0.00
Authorized - Mgmt	NA	NA	3	3	3	0	0
Authorized - Non Mgmt	NA	NA	139	142	142	3	0
Total Authorized	NA	NA	142	145	145	3	0

10000-301100 Trial Court Funding	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	0	416,604	518,400	518,400	518,400	0	0
S&S	0	38,172,145	41,754,883	40,358,064	39,760,036	(1,994,847)	(598,028)
Net Appropriation	0	38,588,749	42,273,283	40,876,464	40,278,436	(1,994,847)	(598,028)
Financing							
Revenue	0	16,548,351	15,531,000	15,584,278	15,584,278	53,278	0
Total Financing	0	16,548,351	15,531,000	15,584,278	15,584,278	53,278	0
Net County Cost	0	22,040,398	26,742,283	25,292,186	24,694,158	(2,048,125)	(598,028)

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UNINCORPORATED SERVICES

UNINCORPORATED SERVICES

Financial Summary

Unincorporated Services	2002-03 Budget	Maintenance Of Effort	Change from MOE		2003-04 Budget	Change from 2002-03 Budget	
			VBB	%		Amount	%
Appropriations	126,869,428	135,774,979	(1,341,203)	(1.0%)	134,433,776	7,564,348	6.0%
Property Tax	34,667,874	35,575,674	0	0.0%	35,575,674	907,800	2.6%
AFB	4,639,229	4,991,471	0	0.0%	4,991,471	352,242	7.6%
Revenues	78,317,499	80,578,480	0	0.0%	80,578,480	2,260,981	2.9%
Net	9,244,826	14,629,354	(1,341,203)	-9.2%	13,288,151	4,043,325	43.7%
FTE – Mgmt	105.00	80.50	0.00	0.0%	80.50	(24.50)	-23.3%
FTE – Non Mgmt	555.84	615.64	(14.50)	-2.4%	601.14	45.30	8.1%
Total FTE	660.84	696.14	(14.50)	-2.1%	681.64	20.80	3.1%

MISSION STATEMENT

To serve the needs of residents living in unincorporated Alameda County and to enhance their quality of life by providing a full complement of municipal services.

MAJOR SERVICE AREAS

Unincorporated Alameda County encompasses over 375 square miles and has a population in excess of 138,000 residents. The area has six distinct communities: Castro Valley, Sunol, Fairview, Ashland, Cherryland and San Lorenzo. Under the policy direction of the Board of Supervisors, five County departments and agencies have primary responsibility for the provision of municipal programs and services throughout the unincorporated areas. They are: Community Development Agency, Fire Department, County Library, Public Works Agency and Sheriff's Department. The County does not have a single budget unit for unincorporated area services. Each of the five departments or agencies provides an estimate of their total revenues and expenditures attributable to the provision of services to the unincorporated area. The budget information presented in this section is a consolidation of the estimates provided by the departments and agencies.

The services and programs provided in the Unincorporated Area include:

Community Development services include managing the County's demographic and census program; zoning, neighborhood preservation and other code enforcement activities; building and plan reviews; land use planning and redevelopment activities;

housing services to low-income and disabled persons; pest detection and agricultural management services; and inspection of commercial weighing and measuring devices.

Fire services include fire; medical and hazardous materials response; fire prevention and inspection services; water rescue; code enforcement; community education and outreach; arson investigation; code enforcement; disaster preparedness; and urban search and rescue.

Library services include operation of two branch libraries as well as senior outreach, literacy, and bookmobile services.

Public Works services include road and infrastructure maintenance and repair; surveying and building inspection services; school crossing guards; traffic speed surveys; flood and storm water pollution control; and individualized local services within designated County Service Areas.

Sheriff's services include street patrol; animal control services; crime prevention and investigation; community policing; narcotic and vice suppression; and school resource services.

In addition to the services and programs provided to unincorporated area residents by these five County departments and agencies, it also should be noted that each provides a variety of other services that benefit the quality of life of all residents throughout the County. See the respective department/agency sections for further details.

MAJOR FUNDING AREAS

Programs and services to the unincorporated area are funded from a variety of sources including the County General Fund, dedicated property tax revenues, federal and State revenues, supplemental special assessments, and grants and special program revenues. There are two additional sources of revenue which assist in meeting the funding requirements. They are the Utility Users Tax and Business License Tax. The Utility Users Tax was authorized by the Board of Supervisors and approved by the voters in 1992, 1996, and again in 2000 for an eight-year period. The Business License Tax was authorized by the Board in 1991 to mitigate State budget cuts and approved by the voters in 2002. The 2003-2004 recommended allocation of the Utility User tax and Business License Tax is as follows:

Department	Utility User	Business License	Total
Sheriff	$5,433,028	$1,976,940	$7,409,968
Community Dev. Agency	$1,271,559	$393,813	$1.665,372
Library	$2,187,438	$342,617	$2,530,055
Fire	$0	$0	$0
Public Works Agency	$0	$0	$0
Total	$8,892,025	$2,713,370	$11,605,395

DEPARTMENT HIGHLIGHTS

The Maintenance of Effort Budget for unincorporated area programs and services includes funding for 696.14 full-time equivalent positions at a net county cost of $14,629,354.

- After Values-Based Budget reductions, the Proposed Budget for unincorporated area programs includes funding for 681.64 full-time equivalent positions at a net county cost of $13,288,151.

COMMUNITY DEVELOPMENT AGENCY SERVICES

Major Accomplishments in 2002-2003

- Responded to approximately 1,575 citizen complaints regarding zoning violations and blighted conditions in residential neighborhoods and commercial areas.
- Began construction of the first phase of improvements on East 14th Street to underground utility lines and construct a planted median, widen sidewalks, new street lighting, intersection bulb-outs, and enhanced bus stops.
- Initiated planning for an extensive sidewalk improvement program in Cherryland.
- Established an agreement between the County Redevelopment Agency and the County Librarian to fund a portion of the Castro Valley library construction project; and initiated discussions regarding a replacement library in San Lorenzo.
- Serviced and removed 549 instances of graffiti on private properties within the redevelopment project area boundaries.
- Provided a full-time Planner to address issues relating to the rural community (e.g. agriculture open space, resource management) to be stationed at the new agriculture/rural focused permitting center being built on Greenville Road in Livermore.
- Completed five specific plans or area studies, 151 development applications, processed 320 zoning applications, and completed 22 major environmental reviews for residents in the unincorporated area.
- Began construction of the Agricultural Resource Center that will provide office and meeting space for the various agricultural related services in the Livermore-Amador Valley.
- Developed nine units of ownership housing (six of which are first-time homebuyers) and purchased land for the development of senior housing to be occupied in 2004 using funds generated by Redevelopment Project Areas.

2003-2004 Community Development Agency Unincorporated Area Initiatives

- Complete a new version of the Eden Area Plan and initiate review of the Castro Valley Area Plan and the Castro Valley Central Business District Specific Plan, as part of the ongoing update of the General Plan.

- Continue construction of the first phase of improvements on East 14th Street; including the undergrounding of all utility lines and the construction of a planted median, widened sidewalks, and new street lighting and Initiate design of utility undergrounding for Phases II & III of the E. 14th Street/Mission Boulevard improvement project.

- Initiate construction of the Ashland/Bayfair Transit Center project; including the construction of sidewalk, lighting, landscaping and a pedestrian bridge between East 14th Street, the Bayfair BART Station, and the Bayfair Mall.

- Continue to offer free graffiti abatement services within the County's Redevelopment Project Areas.

- Complete construction of the Agricultural Resource Center providing local office and meeting space for various agricultural services in the Livermore-Amador Valley.

- Develop and construct a one-stop permit center at the Winton Avenue Building in Hayward, with the Building Inspection Department of the Public Works Agency, Fire Department, Environmental Health and other Agencies.

- Expand the number of affordable housing units available to low and moderate-income people.

- Continue to inspect for and insure prevention or control of Glassy-winged Sharpshooter and other pests throughout the County.

FUNDING HIGHLIGHTS - COMMUNITY DEVELOPMENT AGENCY

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Community Development Agency's Maintenance of Effort Budget for the unincorporated area includes funding for 46.01 full-time equivalent positions at a net county cost of $3,594,284. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a $538,806 increase in net county cost, an increase of 4.00 full-time equivalent positions and include:

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Amended	**17,598,973**	**14,543,495**	**3,055,478**	**42.01**
Salary & Benefit COLA increase	331,988	206,962	125,026	0.00

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
Retirement contribution increase	556,714	367,323	189,391	0.00
Mid-year Board approved adjustments	490,072	490,072	0	4.00
Internal Service Fund adjustments	14,472	11,666	2,806	0.00
Planning & Code Enforcement	265,048	43,465	221,583	0.00
Redevelopment projects	1,659,922	1,659,922	0	0.00
Housing projects	(474,355)	(474,355)	0	0.00
Subtotal MOE Changes	**2,843,861**	**2,305,055**	**538,806**	**4.00**
2003-04 MOE Budget	**20,442,834**	**16,848,550**	**3,594,284**	**46.01**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 MOE Budget	**20,442,834**	**16,848,550**	**3,594,284**	**46.01**
Reduce vacant positions	(55,544)	0	(55,544)	(1.00)
Delay Planning studies	(130,000)	0	(130,000)	0.00
Reduce ISF charges based on GSA reductions	(2,408)	0	(2,408)	0.00
Reduce ISF charges based on ITD reductions	(137)	0	(137)	0.00
Reduce Risk Management and Workers Compensation charges	(5,520)	0	(5,520)	0.00
Subtotal MOE Changes	**(193,609)**	**0**	**(193,609)**	**(1.00)**
2003-04 MOE Budget	**20,249,225**	**16,848,550**	**3,400,675**	**45.01**

Service Impact

Values-Based Budgeting adjustments for the Community Development Agency will delay or eliminate the hiring of administrative support for the Planning Department while the Agency evaluates anticipated changes in State funding. The Agency will use a staged approach towards the Castro Valley Plan Update and will delay the start of that effort until later in the fiscal year. Also delayed will be the development of site and mitigation policies for day care facilities, child care facilities, convalescent hospitals rehabilitation centers and other similar uses in the unincorporated County. The resulting impact will make it more difficult to address community concerns arising in relation to these issues and hindering the siting of these facilities.

The Proposed Budget for the unincorporated area includes funding for 45.01 full-time equivalent positions at a net county cost of $3,400,675.

FIRE SERVICES

Major Accomplishments in 2002-2003

- Placed Heavy Rescue Vehicle in service and available to respond 24/7 as needed.
- Regional Dispatch Center (Lawrence Livermore National Laboratory, City of Alameda, County Emergency Medical Services Agency, Camp Parks and County Fire) became fully operational for fire and medical emergencies only.
- Successfully completed a Fire Training Academy graduating 12 new fire fighters.
- Continued to be one of the lead agencies in coordinating local and regional responses to terrorism threats.
- Assumed first responder responsibilities at County Fair Grounds.
- Responded to 10,586 calls for assistance.
- Conducted 2,776 business and residential inspections.
- Conducted 785 building plan reviews.
- Trained 180 individuals in neighborhood emergency response.

2003-04 Fire Department's Unincorporated Area Initiatives

- Ensure that personnel are trained and in a state of readiness for emergency response 100% of the time.
- Ensure the safe operation and use of apparatus and rescue equipment while responding to and operating at the scene of an emergency 100% of the time.
- Provide continuing education for Emergency Medical Technicians and Paramedics which meet State-mandated minimum requirements.
- Enforce State and local fire codes and standards through the timely review and approval of building and facility plans.
- Maintain and coordinate disaster operation activities with County agencies and departments, cities and the communities served.

FUNDING HIGHLIGHTS - FIRE SERVICES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Fire Department's Maintenance of Effort Budget for the unincorporated area includes funding for 172.00 full-time equivalent positions and has total appropriations and revenues of $28,639,127 with no net county cost. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in an increase in appropriations and revenues of $2,515,574, an increase of 13.00 full-time equivalent positions and include:

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**26,123,553**	**26,123,553**	**0**	**159.00**
Salary & Benefit COLA increase	878,872	878,872	0	0.00
Retirement contribution increase	27,791	27,791	0	0.00
Changes in staffing related to contract services	685,875	685,875	0	13.00
Construction of Maintenance Facility	1,372,380	1,372,380	0	0.00
Reduce S&S & other expenditures	(361,853)	(361,853)	0	0.00
Internal Service Fund adjustments	(87,491)	(87,491)	0	0.00
Subtotal MOE Changes	**2,515,574**	**2,515,574**	**0**	**13.00**
2003-04 MOE Budget	**28,639,127**	**28,639,127**	**0**	**172.00**

VALUES-BASED BUDGETING ADJUSTMENTS

No adjustments are required.

The Proposed Budget for the unincorporated area includes funding for 172.00 full-time equivalent positions with no net county cost.

LIBRARY SERVICES

Major Accomplishments in 2002-03

- Completed second round grant application to the State for Library Construction Bond Act to build the proposed new Castro Valley Library.
- Began developing a site plan and conceptual plans for a new or remodeled and expanded San Lorenzo Library.
- Completed bid process and selected a vendor for a new bookmobile scheduled for delivery in 2003-04.

2003-04 Library's Unincorporated Area Initiatives

- Ensure that all libraries are open for service 100% of the scheduled hours.
- Continue to work on planning for the new Castro Valley Library, contingent on State approval of grant funds for the project.
- Continue to plan for a new San Lorenzo Library based on the Needs Assessment.

FUNDING HIGHLIGHTS – LIBRARY SERVICES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Library's Maintenance of Effort Budget for the unincorporated area includes funding for 38.00 full-time equivalent positions and has total appropriations and revenues of $3,934,398 with no net county cost. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a decrease in appropriations and revenues of $675,877, no change in full-time equivalent positions and include:

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**4,610,275**	**4,610,275**	**0**	**38.00**
Reduce services due to reduced State funding	(675,877)	(675,877)	0	0.00
Subtotal MOE Changes	**(675,877)**	**(675,877)**	**0**	**0.00**
2003-04 MOE Budget	**3,934,398**	**3,934,398**	**0**	**38.00**

VALUES-BASED BUDGETING ADJUSTMENTS

No adjustments are required.

The Proposed Budget for the unincorporated area includes funding for 38.00 full-time equivalent positions with no net county cost.

PUBLIC WORKS SERVICES

Major Accomplishments in 2002-03

- Modified the building ordinance to include appendix chapter 31 on flood resistant construction which contributes to Alameda County maintaining its standing in the Community Rating System, resulting in a 15% reduction in insurance premiums paid for flood insurance by residents of unincorporated Alameda County. In addition, all properties located in the floodplain have a hold noted in permit plan, allowing the Building Department to know at the time that an application is made that a property is located in the floodplain, and that special measures will be required as a part of the construction.

- Improved Building Inspection services by installing the Interactive Voice Response system for scheduling inspections, retrieving inspection results and checking on progress of permit applications; and re-aligning fees for Building Department services to more equitably charge users only for the services they will use for any given project.

- As part of the Agency's creeks and fisheries restoration program, completed the Palomares Creek Restoration Project; completed the San Lorenzo Creek Fisheries

Assessment; completed Phase 1 of the Lower Alameda Creek Levee Reconfiguration Project; and the U.S. Army Corps of Engineers completed the Preliminary Restoration Report for the Alameda Creek Fisheries project which is the first step in the 1135 funding program.

- Public Works Inspectors responded to 43 hazardous material incidents on 27 County roads and 16 flood channels; and restored a failed flood control wall in Zone No. 2.

- Completed the East Castro Valley Boulevard guard rail project for improved safety in the Palomares Hills area; completed chip sealing of 60 miles of roadways in the unincorporated areas of Alameda County which provides a safe and smooth road surface for the traveling motorist.

- Advertised six projects for $3 million to rehabilitate various roadways and construct new sidewalks, pathways and guardrails using federal, state and local funds; submitted 12 funding applications for Transportation Projects including Safe Routes to School & Transportation for Livable Communities; and implemented Traffic Calming Program on ten community roadways. The program continues to grow as constituents become more actively involved in neighborhood livability and quality of life issues.

2003-04 Public Works Agency's Unincorporated Area Initiatives

- Develop, guide, and support pollution control activities that protect and improve the quality of water flowing through Alameda County creeks and channels flowing to San Francisco Bay to make the bay fishable and swimable.

- To preserve the quality of life of Alameda County residents, enhance commerce, encourage the restoration of natural creeks, provide for better wildlife habitat by reducing the incidence and potential for flooding and erosion through flood control planning, designing, funding, and implementation of the flood control capital improvement program.

- To preserve, enhance, and maintain the mobility and quality of life of Alameda County residents and commerce through transportation planning of the road network, improvements to and maintenance of neighborhood streets, and implementation of the road capital improvement program.

- Guide and support residential and commercial building construction which is safe, durable, and of the highest utility for its intended use by the citizens of Alameda County.

FUNDING HIGHLIGHTS – PUBLIC WORKS AGENCY

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Public Works Agency's Maintenance of Effort Budget for the unincorporated area includes funding for 217.30 full-time equivalent positions at a net county cost of $204,494. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a $7,865 increase in net county cost, a reduction of 8.70 full-time equivalent positions and include:

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**54,129,196**	**53,932,567**	**196,629**	**226.00**
Road repair and development costs	(2,664,904)	(2,664,904)	0	(8.70)
Flood control projects	(26,319)	(26,319)	0	0.00
County Service Area projects	1,193,685	1,193,685	0	0.00
Building inspections	312,294	312,294	0	0.00
Technical changes	7,865	0	7,865	0.00
Subtotal MOE Changes	**(1,177,379)**	**(1,185,244)**	**7,865**	**(8.70)**
2003-04 MOE Budget	**52,951,817**	**52,747,323**	**204,494**	**217.30**

VALUES-BASED BUDGETING ADJUSTMENTS

No adjustments are required.

The Proposed Budget for the unincorporated area includes funding for 217.30 full-time equivalent positions at a net county cost of $204,494.

SHERIFF'S DEPARTMENT SERVICES

Major Accomplishments in 2002-03

- In July, the Commission on Accreditation for Law Enforcement Agencies (CALEA) awarded the Sheriff's Office its second reaccredidation. CALEA's overall purpose is to improve the delivery of law enforcement services, through a law enforcement agency accreditation program that is organized and maintained in the public interest. The Alameda County Sheriff's Office is the only Sheriff's Office in the State of California that is accredited by CALEA.

- During the Christmas Holiday Season, the Sheriff's Office participated in a pro-active drunk driving enforcement program called "Avoid the 21." Avoid the 21 program is comprised of law enforcement agencies from throughout Alameda County. The program is intended to keep our roadways safe by arresting drunk drivers before they cause injury to themselves or other motorists.

- Members of the Alameda County Sheriff's Office Special Response Unit participated in the "2002 High Sierra Echo Challenge" organized by the Federal Bureau of Investigations. This competitive challenge is physically demanding and stresses teambuilding and problem solving. Each law enforcement team was tasked with navigating a 45-mile course on foot and problem solving at eighteen different checkpoints. Members of the Alameda County Sheriff's Office Special Response Unit finished with the fastest time of all the participating teams. The Special Response Unit enables the Sheriff's Office to resolve critical incidents such as hostage situations and barricaded suspects.

- Sheriff Deputies and County Zoning Officials worked together in the unincorporated areas of the County to remove unsightly and potentially hazardous vehicles to improve the quality of our neighborhoods.

2003-04 Sheriff's Unincorporated Area Initiatives

- Establish a Marine Patrol Unit to protect our coastal waterways in Alameda County against any potential terrorist threats. The Marine Patrol Unit will assist the Coast Guard and all cities that have direct access to our waterways.

- Identify and maintain a high level of professionalism, integrity and readiness to meet the growing demands of our citizens.

- Continue to respect the rights of all, while recognizing the cultural diversity of the community we serve.

FUNDING HIGHLIGHTS – SHERIFF'S SERVICES

MAINTENANCE OF EFFORT FUNDING ADJUSTMENTS

The Sheriff's Department Maintenance of Effort Budget for the unincorporated area includes funding for 222.83 full-time equivalent positions at a net county cost of $10,830,576. Maintenance of Effort Budget adjustments necessary to support programs in 2003-2004 result in a $4,837,857 increase in net county cost, an increase of 27.00 full-time equivalent positions and include:

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2002-03 Final/Amended	**24,407,431**	**18,414,712**	**5,992,719**	**195.83**
Salary & Benefit COLA increase	1,616,659	0	1,616,659	0.00
Retirement contribution increase	1,124,320	0	1,124,320	0.00
Employee transfers	1,355,611	0	1,355,611	15.00
COPS Program funding	672,818	672,818	0	12.00
Internal Service Fund adjustments	43,140	0	43,140	0.00
Operating cost increase	757,496	430,697	326,799	0.00
AB 8 Disallowance	(170,672)	(542,000)	371,328	0.00
Subtotal MOE Changes	**5,399,372**	**561,515**	**4,837,857**	**27.00**

MOE Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**29,806,803**	**18,976,227**	**10,830,576**	**222.83**

VALUES-BASED BUDGETING ADJUSTMENTS

Values-Based Budgeting Adjustments required to maintain expenditures within available resources include:

VBB Funding Adjustments	Appropriation	Revenue	Net County Cost Inc/(Dec)	FTE
2003-04 MOE Budget	**29,806,803**	**18,976,227**	**10,830,576**	**222.83**
Discontinue participation in Auto Theft Task Force	(99,646)	0	(99,646)	(0.83)
Eliminate Parking/Abandoned Vehicle Enforcement Unit	(424,277)	0	(424,277)	(4.67)
Eliminate Telephone Reporting Unit	(451,211)	0	(451,211)	(6.00)
Eliminate vacant Dispatcher positions	(162,574)	0	(162,574)	(2.00)
Reduce ISF charges based on GSA reductions	(5,083)	0	(5,083)	0.00
Reduce ISF charges based on ITD reductions	(1,872)	0	(1,872)	0.00
Reduce Risk Management and Workers Compensation charges	(2,931)	0	(2,931)	0.00
Subtotal VBB Changes	**(1,147,594)**	**0**	**(1,147,594)**	**(13.50)**
2003-04 Proposed Budget	**28,659,209**	**18,976,227**	**9,682,982**	**209.33**

Service Impacts

Values-Based Budgeting adjustments for the Sheriff's Department will decrease the recovery of stolen vehicles and the investigation of auto-theft related crimes, abatement of abandoned vehicles, and enforcement of parking related violations. Patrol staff will be reassigned to public contact duties at the Eden Township substation and there will be potential delays in handling emergency calls for service.

The Proposed Budget includes funding for 209.33 full-time equivalent positions at a net county cost of $9,682,982.

Unincorporated Services	**2000-01 Actual**	**2002-03 Budget**	**2003-04 MOE**	**2003 - 04 Budget**	**Change 2002-03 Budget**	**Change From MOE**
Appropriations:						
Salary and Benefits	59,654,368	61,954,260	72,299,752	71,114,973	9,160,713	(1,184,779)
Services and Supplies	37,329,868	49,094,440	49,224,955	49,084,371	(10,069)	(140,584)
Other Charges	524,178	9,433,852	2,460,473	2,460,473	(6,973,379)	0
Fixed Assets	5,364,765	3,480,575	8,987,024	8,987,024	5,506,449	0
Intra-Fund Transfers	(1,145,058)	(1,679,171)	(1,869,146)	(1,884,986)	(205,815)	(15,840)
Other Financing Uses	3,691,927	4,585,472	4,671,921	4,671,921	86,449	0
Net Appropriations	105,420,048	126,869,428	135,774,979	134,433,776	7,564,348	(1,341,203)
Financing:						
Property Taxes	33,143,417	34,667,874	35,575,674	35,575,674	907,800	0
Revenues	61,087,760	78,317,499	80,578,480	80,578,480	2,260,981	0
AFB	4,589,835	4,639,229	4,991,471	4,911,471	352,242	0
Total Financing	98,821,012	117,624,602	121,145,625	121,145,625	3,521,023	0
Net County Cost	6,599,036	9,244,826	14,629,354	13,288,151	4,043,325	(1,341,203)
FTE – Mgmt	54.00	105.00	80.50	80.50	(24.50)	0.00
FTE – Non Mgmt	386.17	555.84	615.64	601.14	45.30	(14.50)
Total FTE	440.17	660.84	696.14	681.64	20.80	(14.50)

Budget Units Included:

Fire Department
280101 – Fire District – Zone 1
280111 – Fire District – ALACO

Sheriff's Department
290351 – Animal Shelter
290371 – Fish and Game
290601 – Law Enforcement (ETS)
290701 – Public Facilities CSA – PP-1991-1

Community Development Agency
260300 – CDA Housing & Community Development
260400 – CDA Planning
260450 – CDA Planning Grants
260700 – CDA Administration
260800 – CDA Redevelopment

County Library
360100 – County Library
(Unincorporated Area Only)

Public Works Agency
270100 – Public Works Administration
270200 – Building Inspection
270311 – Flood Control District, Zone 2
270400 – Roads & Bridges
270501 – Public Ways CSA R-1967-1
270511 – Public Ways CSA R-1982-1
270521 – Public Ways CSA R-1982-2
270531 – Public Ways CSA PW-1994-1
270541 – Public Ways CSA SL-1970-1
270551 – Public Ways CSA B-1998-1

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APPENDIX

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BUDGET UNIT DETAIL – NON DEPARTMENTAL BUDGETS

10000-120100 Adv Co Resource	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	0	0	0	0	101,584	101,584	101,584
S&S	191,882	197,883	213,015	219,562	116,191	(96,824)	(103,371)
Net Appropriation	191,882	197,883	213,015	219,562	217,775	4,760	(1,787)
Financing							
Revenue	143,445	146,741	159,088	152,000	152,000	(7,088)	0
Total Financing	143,445	146,741	159,088	152,000	152,000	(7,088)	0
Net County Cost	48,437	51,142	53,927	67,562	65,775	11,848	(1,787)
FTE - Mgmt	NA	NA	0.00	0.00	1.00	1.00	1.00
FTE - Non Mgmt	NA	NA	0.00	0.00	0.00	0.00	0.00
Total FTE	NA	NA	0.00	0.00	1.00	1.00	1.00
Authorized - Mgmt	NA	NA	0	0	1	1	1
Authorized - Non Mgmt	NA	NA	0	0	0	0	0
Total Authorized	NA	NA	0	0	1	1	1

10000-200700 GSA Capital	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	5,683,736	4,409,893	8,000,716	6,709,151	6,678,526	(1,322,190)	(30,625)
Fixed Assets	3,431,460	5,246,737	1,171,594	7,620,583	4,418,317	3,246,723	(3,202,266)
Other Financing Uses	3,300,000	427,197	3,159,584	0	0	(3,159,584)	0
Net Appropriation	12,415,196	10,083,827	12,331,894	14,329,734	11,096,843	(1,235,051)	(3,232,891)
Financing							
Revenue	3,068,163	1,665,698	4,038,164	6,014,691	6,158,960	2,120,796	144,269
Total Financing	3,068,163	1,665,698	4,038,164	6,014,691	6,158,960	2,120,796	144,269
Net County Cost	9,347,033	8,418,129	8,293,730	8,315,043	4,937,883	(3,355,847)	(3,377,160)

27010-200700 ACMC Critical Care Project	2000 - 01 Actual	2001 – 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	190	39,642	0	1,500,000	1,500,000	1,500,000	0
Fixed Assets	6,478,964	28,022,338	6,658,068	8,779,016	8,779,016	2,120,948	0
Other Financing Uses	2,578,454	3,299,331	0	0	0	0	0
Net Appropriation	9,057,608	31,361,311	6,658,068	10,279,016	10,279,016	3,620,948	0
Financing							
AFB	0	32,661	0	3,500,303	3,500,303	3,500,303	0
Revenue	18,678,107	982,743	6,658,068	6,778,713	6,778,713	120,645	0
Total Financing	18,678,107	1,015,404	6,658,068	10,279,016	10,279,016	3,620,948	0
Net County Cost	(9,620,499)	30,345,907	0	0	0	0	0

27020-200700 Juvenile Hall Facility	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	0	0	0	1,500,000	1,500,000	1,500,000	0
Fixed Assets	741,243	4,186,599	61,233,194	48,500,000	48,500,000	(12,733,194)	0
Other Financing Uses	15,000,000	0	0	0	0	0	0
Net Appropriation	15,741,243	4,186,599	61,233,194	50,000,000	50,000,000	(11,233,194)	0
Financing							
AFB	0	39,000	0	6,787,237	6,787,237	6,787,237	0
Revenue	4,133,071	13,806,238	61,233,194	43,212,763	43,212,763	(18,020,431)	0
Total Financing	4,133,071	13,845,238	61,233,194	50,000,000	50,000,000	(11,233,194)	0
Net County Cost	11,608,172	(9,658,639)	0	0	0	0	0

27040-200700 East County Courthouse	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
Fixed Assets	0	1,674,323	7,695,000	18,618,000	18,618,000	10,923,000	0
Net Appropriation	0	1,674,323	7,695,000	18,618,000	18,618,000	10,923,000	0
Financing							
AFB	0	0	0	87,906	87,906	87,906	0
Revenue	0	1,602,104	7,695,000	18,530,094	18,530,094	10,835,094	0
Total Financing	0	1,602,104	7,695,000	18,618,000	18,618,000	10,923,000	0
Net County Cost	0	72,219	0	0	0	0	0

27900-200700 Misc Capital Projects	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	263,347	35,668	3,159,584	0	0	(3,159,584)	0
Other	19,326	107,637	0	0	0	0	0
Fixed Assets	6,467,504	8,639,761	1,500,000	865,000	865,000	(635,000)	0
Other Financing Uses	0	217,341	0	0	0	0	0
Net Appropriation	6,750,177	9,000,407	4,659,584	865,000	865,000	(3,794,584)	0
Financing							
AFB	0	(28,923)	0	184,246	184,246	184,246	0
Revenue	1,803,960	13,444,514	4,659,584	680,754	680,754	(3,978,830)	0
Total Financing	1,803,960	13,415,591	4,659,584	865,000	865,000	(3,794,584)	0
Net County Cost	4,946,217	(4,415,184)	0	0	0	0	0

21501-260500 Surplus Property Authority	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&EB	14,639	15,617	21,500	21,500	21,500	0	0
S&S	2,544,455	2,466,075	3,624,409	3,420,500	3,420,500	(203,909)	0
Fixed Assets	5,938,251	253,092	28,750,000	21,000,000	21,000,000	(7,750,000)	0
Other Financing Uses	67,940,532	657,156	19,904,091	21,858,000	21,858,000	1,953,909	0
Net Appropriation	76,437,877	3,391,940	52,300,000	46,300,000	46,300,000	(6,000,000)	0
Financing							
AFB	19,931,110	(22,838)	0	0	0	0	0
Revenue	56,458,609	6,197,947	52,300,000	46,300,000	46,300,000	(6,000,000)	0
Total Financing	76,389,719	6,175,109	52,300,000	46,300,000	46,300,000	(6,000,000)	0
Net County Cost	48,158	(2,783,169)	0	0	0	0	0

10000-290551 Santa Rita Financing	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
Other Financing Uses	12,242,433	13,601,603	13,663,919	0	0	(13,663,919)	0
Net Appropriation	12,242,433	13,601,603	13,663,919	0	0	(13,663,919)	0
Net County Cost	12,242,433	13,601,603	13,663,919	0	0	(13,663,919)	0

10000-310100 Public Protection Sales Tax	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
Other Financing Uses	28,122	0	8,215,237	7,758,948	6,258,948	(1,956,289)	(1,500,000)
Net Appropriation	28,122	0	8,215,237	7,758,948	6,258,948	(1,956,289)	(1,500,000)
Financing							
Revenue	114,317,009	112,376,309	116,600,000	113,000,000	113,000,000	(3,600,000)	0
Total Financing	114,317,009	112,376,309	116,600,000	113,000,000	113,000,000	(3,600,000)	0
Net County Cost	(114,288,887)	(112,376,309)	(108,384,763)	(105,241,052)	(106,741,052)	1,643,711	(1,500,000)

10000-900100 Contingency & Reserves	2000 - 01 Actual	2001 - 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
Other Financing Uses	402,073	0	11,879,816	35,890,381	19,890,381	8,010,565	(16,000,000)
Net Appropriation	402,073	0	11,879,816	35,890,381	19,890,381	8,010,565	(16,000,000)
Financing							
FMR/Use of Reserves	0	0	23,822,982	1,517,697	50,592,250	26,769,268	49,074,553
Total Financing	0	0	23,822,982	1,517,697	50,592,250	26,769,268	49,074,553
Net County Cost	402,073	0	(11,943,166)	34,372,684	(30,701,869)	(18,758,703)	(65,074,553)

10000-130100 Non-Program Financing	2000 - 01 Actual	2001 – 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	0	784,258	750,000	0	0	(750,000)	0
Other	13,750,000	14,698,686	23,500,000	0	0	(23,500,000)	0
Fixed Assets	1,660,327	1,723,309	1,792,442	0	0	(1,792,442)	0
Other Financing Uses	38,887,378	33,715,019	18,992,107	0	0	(18,992,107)	0
Net Appropriation	54,297,705	50,921,272	45,034,549	0	0	(45,034,549)	0
Financing							
Property Tax	186,957,116	203,353,172	220,850,000	227,175,913	227,175,913	6,325,913	0
AFB	0	0	0	0	13,982,610	13,982,610	13,982,610
Revenue	183,554,356	333,645,641	169,980,161	170,932,066	147,772,711	(22,207,450)	(23,159,355)
Total Financing	370,511,472	536,998,813	390,830,161	398,107,979	388,931,234	(1,898,927)	(9,176,745)
Net County Cost	(316,213,767)	(486,077,541)	(345,795,612)	(398,107,979)	(388,931,234)	(43,135,622)	9,176,745

10000-130200 Non Program Expenditures	2000 - 01 Actual	2001 – 02 Actual	2002 - 03 Budget	2003 - 04 MOE	2003 - 04 Budget	Change 2003 - 04 Budget	Change from MOE
Appropriation							
S&S	0	0	0	750,000	750,000	750,000	0
Other	0	0	0	23,500,000	23,500,000	23,500,000	0
Fixed Assets	0	0	0	1,864,122	1,864,122	1,864,122	0
Other Financing Uses	0	0	0	24,740,032	24,740,032	24,740,032	0
Net Appropriation	0	0	0	50,854,154	50,854,154	50,854,154	0
Net County Cost	0	0	0	50,854,154	50,854,154	50,854,154	0

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	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommended	2003-04 Final	Change Budget/ Final
General Funds					
S&EB	574,827,167	643,564,593	616,547,659	618,364,231	43,537,064
Services & Supplies	494,685,090	516,856,260	497,387,810	502,725,041	8,039,951
Other Charges	499,026,287	477,195,376	475,945,376	476,521,418	(22,504,869)
Fixed Assets	4,878,646	13,994,845	10,598,310	10,742,579	5,863,933
Intra-Fund Transfers	(36,350,828)	(41,118,251)	(40,440,844)	(40,445,320)	(4,094,492)
Other Financing Uses	59,443,828	71,475,619	63,975,619	53,975,619	(5,468,209)
Net Appropriations	1,596,510,190	1,681,968,442	1,624,013,930	1,621,883,568	25,373,378
Property Tax	220,850,000	227,175,913	227,175,913	227,175,913	6,325,913
AFB	0	0	13,982,610	13,982,610	13,982,610
Revenue	1,375,660,190	1,342,233,212	1,382,855,407	1,380,725,045	5,064,855
Net County Cost	0	112,559,317	0	0	0
Management FTE.	1,855.30	1,922.18	1,821.01	1,824.26	(31.04)
Non-Management FTE.	5,343.61	5,408.29	5,190.51	5,201.33	(142.28)
Total FTE.	7,198.91	7,330.47	7,011.52	7,025.59	(173.32)
Management Auth.	2,012.00	2,156.00	2,138.00	2,142.00	130.00
Non-Management Auth.	6,496.00	6,809.00	6,737.00	6,750.00	254.00
Total Auth.	8,508.00	8,965.00	8,875.00	8,892.00	384.00
Capital Projects					
Services & Supplies	3,159,584	3,000,000	3,000,000	3,000,000	(159,584)
Fixed Assets	77,086,262	76,762,016	76,762,016	76,762,016	(324,246)
Net Appropriations	80,245,846	79,762,016	79,762,016	79,762,016	(483,830)
AFB	0	10,559,692	10,559,692	10,559,692	10,559,692
Revenue	80,245,846	69,202,324	69,202,324	69,202,324	(11,043,522)
Net County Cost	0	0	0	0	0
Fish and Game Fund					
Services & Supplies	80,843	78,526	78,526	78,526	(2,317)
Net Appropriations	80,843	78,526	78,526	78,526	(2,317)
AFB	75,443	71,026	71,026	71,026	(4,417)
Revenue	5,400	7,500	7,500	7,500	2,100
Net County Cost	0	0	0	0	0
Road Fund					
S&EB	12,723,419	14,959,778	14,959,778	14,959,778	2,236,359
Services & Supplies	23,309,815	21,008,556	21,008,556	21,008,556	(2,301,259)
Other Charges	1,570,287	452,860	452,860	452,860	(1,117,427)
Fixed Assets	1,619,855	693,480	693,480	693,480	(926,375)
Intra-Fund Transfers	(1,679,171)	(1,763,130)	(1,763,130)	(1,763,130)	(83,959)
Other Financing Uses	3,715,757	3,243,514	3,243,514	3,243,514	(472,243)
Net Appropriations	41,259,962	38,595,058	38,595,058	38,595,058	(2,664,904)
AFB	349,152	1,964,302	1,964,302	1,964,302	1,615,150
Revenue	40,910,810	36,630,756	36,630,756	36,630,756	(4,280,054)
Net County Cost	0	0	0	0	0

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	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommended	2003-04 Final	Change Budget/ Final
Library Fund					
S&EB	13,257,426	14,465,057	14,456,699	14,225,755	968,329
Services & Supplies	7,880,866	5,474,731	5,483,089	5,407,328	(2,473,538)
Other Charges	524,623	722,703	722,703	722,703	198,080
Fixed Assets	183,175	183,175	183,175	183,175	0
Net Appropriations	21,846,090	20,845,666	20,845,666	20,538,961	(1,307,129)
Property Tax	10,867,582	11,965,171	11,965,171	11,965,171	1,097,589
AFB	3,247,991	3,021,467	3,021,467	3,007,652	(240,339)
Revenue	7,730,517	5,859,028	5,859,028	5,566,138	(2,164,379)
Net County Cost	0	0	0	0	0
Management FTE.	47.42	48.42	48.42	48.42	1.00
Non-Management FTE.	173.96	177.37	177.37	173.71	(0.25)
Total FTE.	221.38	225.79	225.79	222.13	0.75
Management Auth.	53.00	51.00	51.00	51.00	(2.00)
Non-Management Auth.	356.00	400.00	400.00	400.00	44.00
Total Auth.	409.00	451.00	451.00	451.00	42.00
Grant Funds					
S&EB	23,531,221	28,658,257	28,674,140	29,768,322	6,237,101
Services & Supplies	62,611,506	54,005,585	51,661,840	53,151,089	(9,460,417)
Other Charges	7,068,354	4,618,550	4,618,550	4,599,073	(2,469,281)
Fixed Assets	10,000	4,119,200	4,119,200	4,119,200	4,109,200
Other Financing Uses	2,448,398	12,742,377	12,742,377	12,742,377	10,293,979
Net Appropriations	95,669,479	104,143,969	101,816,107	104,380,061	8,710,582
Revenue	95,669,479	104,143,969	101,816,107	104,380,061	8,710,582
Net County Cost	0	0	0	0	0
Management FTE.	91.33	65.58	65.58	67.92	(23.41)
Non-Management FTE.	196.11	198.58	198.58	208.86	12.75
Total FTE.	287.44	264.16	264.16	276.78	(10.66)
Management Auth.	120.00	79.00	79.00	79.00	(41.00)
Non-Management Auth.	233.00	257.00	257.00	258.00	25.00
Total Auth.	353.00	336.00	336.00	337.00	(16.00)
Library Special Tax Zone					
Services & Supplies	550,300	306,319	306,319	306,319	(243,981)
Fixed Assets	188,539	74,000	74,000	74,000	(114,539)
Net Appropriations	738,839	380,319	380,319	380,319	(358,520)
Property Tax	200,521	226,461	226,461	226,461	25,940
AFB	425,656	31,674	31,674	31,674	(393,982)
Revenue	112,662	122,184	122,184	122,184	9,522
Net County Cost	0	0	0	0	0

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	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommended	2003-04 Final	Change Budget/ Final
Property Development					
S&EB	21,500	21,500	21,500	21,500	0
Services & Supplies	3,624,409	3,420,500	3,420,500	3,420,500	(203,909)
Fixed Assets	28,750,000	21,000,000	21,000,000	21,000,000	(7,750,000)
Other Financing Uses	19,904,091	21,858,000	21,858,000	21,858,000	1,953,909
Net Appropriations	52,300,000	46,300,000	46,300,000	46,300,000	(6,000,000)
Revenue	52,300,000	46,300,000	46,300,000	46,300,000	(6,000,000)
Net County Cost	0	0	0	0	0
Total Appropriation	1,888,651,249	1,972,073,996	1,911,791,622	1,911,918,509	23,267,260
Financing					
Total Revenue	1,628,811,922	1,602,981,276	1,608,901,056	1,592,341,758	(36,470,164)
Property Tax	231,918,103	239,367,545	239,367,545	239,367,545	7,449,442
Available Fund Balance	4,098,242	15,648,161	29,630,771	29,616,956	25,518,714
Resv./Design Cancellation	23,822,982	1,517,697	33,892,250	50,592,250	26,769,268
Total Financing	1,888,651,249	1,859,514,679	1,911,791,622	1,911,918,509	23,267,260
Total Positions					
Management FTE	1,994.05	2,036.18	1,935.01	1,940.60	(53.45)
Non-Management FTE	5,713.68	5,784.24	5,566.46	5,583.90	(129.78)
Total FTE	7,707.73	7,820.42	7,501.47	7,524.50	(183.23)
Management Authorized	2,185.00	2,286.00	2,268.00	2,272.00	87.00
Non-Management Authorized	7,085.00	7,466.00	7,394.00	7,408.00	323.00
Total Authorized	9,270.00	9,752.00	9,662.00	9,680.00	410.00
Budgeted Positions - Special Funds And Districts					
Management FTE	342.98	361.15	360.15	363.40	20.42
Non-Management FTE	1,134.88	1,128.21	1,111.21	1,118.35	(16.53)
Total FTE	1,477.86	1,489.36	1,471.36	1,481.75	3.89
Management Authorized	403.00	408.00	408.00	411.00	8.00
Non-Management Authorized	1,279.00	1,269.00	1,258.00	1,265.00	(14.00)
Total Authorized	1,682.00	1,677.00	1,666.00	1,676.00	(6.00)
Total Budgeted Positions					
Management FTE	2,337.03	2,397.33	2,295.16	2,304.00	(33.03)
Non-Management FTE	6,848.56	6,912.45	6,677.67	6,702.25	(146.31)
Total FTE	9,185.59	9,309.78	8,972.83	9,006.25	(179.34)
Management Authorized	2,588.00	2,694.00	2,676.00	2,683.00	95.00
Non-Management Authorized	8,364.00	8,735.00	8,652.00	8,673.00	309.00
Total Authorized	10,952.00	11,429.00	11,328.00	11,356.00	404.00

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Capital Projects					
S&EB	21,500	21,500	21,500	21,500	0
Services & Supplies	14,784,709	13,129,651	13,099,026	13,099,026	(1,685,683)
Fixed Assets	107,007,856	105,382,599	102,036,064	102,180,333	(4,827,523)
Other Financing Uses	23,063,675	21,858,000	21,858,000	21,858,000	(1,205,675)
Net Appropriations	144,877,740	140,391,750	137,014,590	137,158,859	(7,718,881)
AFB	0	10,559,692	10,559,692	10,559,692	10,559,692
Revenue	136,584,010	121,517,015	121,517,015	121,661,284	(14,922,726)
Net County Cost	8,293,730	8,315,043	4,937,883	4,937,883	(3,355,847)
Cultural, Recreation & Education					
S&EB	13,257,426	14,465,057	14,456,699	14,225,755	968,329
Services & Supplies	8,431,166	5,781,050	5,789,408	5,713,647	(2,717,519)
Other Charges	524,623	722,703	722,703	722,703	198,080
Fixed Assets	371,714	257,175	257,175	257,175	(114,539)
Net Appropriations	22,584,929	21,225,985	21,225,985	20,919,280	(1,665,649)
Property Tax	11,068,103	12,191,632	12,191,632	12,191,632	1,123,529
AFB	3,673,647	3,053,141	3,053,141	3,039,326	(634,321)
Revenue	7,843,179	5,981,212	5,981,212	5,688,322	(2,154,857)
Net County Cost	0	0	0	0	0
Management FTE.	47.42	48.42	48.42	48.42	1.00
Non-Management FTE.	173.96	177.37	177.37	173.71	(0.25)
Total FTE.	221.38	225.79	225.79	222.13	0.75
Management Auth.	53.00	51.00	51.00	51.00	(2.00)
Non-Management Auth.	356.00	400.00	400.00	400.00	44.00
Total Auth.	409.00	451.00	451.00	451.00	42.00

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	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
General Government					
S&EB	82,734,875	89,825,254	88,103,361	88,302,182	5,567,307
Services & Supplies	86,805,060	77,712,046	75,207,264	75,008,443	(11,796,617)
Other Charges	11,174,900	6,140,665	6,140,665	6,281,310	(4,893,590)
Fixed Assets	289,415	6,907,295	6,857,295	6,857,295	6,567,880
Intra-Fund Transfers	(6,051,923)	(8,912,682)	(8,831,462)	(8,831,462)	(2,779,539)
Other Financing Uses	4,087,541	14,063,706	14,063,706	14,063,706	9,976,165
Net Appropriations	179,039,868	185,736,284	181,540,829	181,681,474	2,641,606
Revenue	126,008,848	129,478,732	129,334,348	129,334,348	3,325,500
Net County Cost	53,031,020	56,257,552	52,206,481	52,347,126	(683,894)
Management FTE.	386.88	401.76	393.51	394.51	7.63
Non-Management FTE.	586.92	584.70	574.26	575.97	(10.95)
Total FTE.	973.80	986.46	967.77	970.48	(3.32)
Management Auth.	416.00	444.00	443.00	444.00	28.00
Non-Management Auth.	1,108.00	1,193.00	1,193.00	1,224.00	116.00
Total Auth.	1,524.00	1,637.00	1,636.00	1,668.00	144.00
Health Care Services					
S&EB	87,115,044	99,009,052	93,639,436	94,827,903	7,712,859
Services & Supplies	197,285,505	214,750,489	207,377,516	212,725,254	15,439,749
Other Charges	181,874,886	174,926,679	174,926,679	175,342,599	(6,532,287)
Fixed Assets	11,750	11,750	11,750	11,750	0
Intra-Fund Transfers	(11,288,732)	(10,829,798)	(10,829,798)	(10,834,274)	454,458
Other Financing Uses	826,578	821,850	821,850	821,850	(4,728)
Net Appropriations	455,825,031	478,690,022	465,947,433	472,895,082	17,070,051
Revenue	380,450,801	388,204,824	390,163,756	396,752,176	16,301,375
Net County Cost	75,374,230	90,485,198	75,783,677	76,142,906	768,676
Management FTE.	313.83	324.42	308.83	312.42	(1.41)
Non-Management FTE.	780.08	818.72	766.01	774.10	(5.98)
Total FTE.	1,093.91	1,143.14	1,074.84	1,086.52	(7.39)
Management Auth.	364.00	381.00	376.00	378.00	14.00
Non-Management Auth.	920.00	1,037.00	1,022.00	1,024.00	104.00
Total Auth.	1,284.00	1,418.00	1,398.00	1,402.00	118.00

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	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Non Program Financing					
Services & Supplies	750,000	750,000	750,000	750,000	0
Other Charges	23,500,000	23,500,000	23,500,000	23,500,000	0
Fixed Assets	1,792,442	1,864,122	1,864,122	1,864,122	71,680
Other Financing Uses	32,656,026	24,740,032	24,740,032	24,740,032	(7,915,994)
Net Appropriations	58,698,468	50,854,154	50,854,154	50,854,154	(7,844,314)
Property Tax	220,850,000	227,175,913	227,175,913	227,175,913	6,325,913
AFB	0	0	13,982,610	13,982,610	13,982,610
Revenue	169,980,161	170,932,066	170,932,066	147,772,711	(22,207,450)
Net County Cost	(332,131,693)	(347,253,825)	(361,236,435)	(338,077,080)	(5,945,387)
Public Assistance					
S&EB	176,940,264	192,845,637	184,456,072	184,348,694	7,408,430
Services & Supplies	124,899,273	126,218,157	118,727,226	119,633,762	(5,265,511)
Other Charges	287,683,839	275,385,566	274,135,566	274,135,566	(13,548,273)
Fixed Assets	1,171,073	1,081,073	1,081,073	1,081,073	(90,000)
Intra-Fund Transfers	(4,972,555)	(7,091,877)	(7,091,877)	(7,091,877)	(2,119,322)
Other Financing Uses	444,853	519,836	519,836	519,836	74,983
Net Appropriations	586,166,747	588,958,392	571,827,896	572,627,054	(13,539,693)
Revenue	520,257,255	503,875,097	506,911,472	506,369,859	(13,887,396)
Net County Cost	65,909,492	85,083,295	64,916,424	66,257,195	347,703
Management FTE.	609.42	610.17	562.50	562.58	(46.84)
Non-Management FTE.	1,933.42	1,930.98	1,878.15	1,876.20	(57.22)
Total FTE.	2,542.84	2,541.15	2,440.65	2,438.78	(104.06)
Management Auth.	643.00	647.00	636.00	634.00	(9.00)
Non-Management Auth.	2,213.00	2,242.00	2,203.00	2,201.00	(12.00)
Total Auth.	2,856.00	2,889.00	2,839.00	2,835.00	(21.00)

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	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Public Protection					
S&EB	251,568,205	290,542,907	279,022,930	280,653,774	29,085,569
Services & Supplies	139,636,885	144,800,528	140,387,644	141,158,671	1,521,786
Other Charges	1,861,016	1,861,016	1,861,016	1,861,016	0
Fixed Assets	452,372	629,222	629,222	629,222	176,850
Intra-Fund Transfers	(14,037,618)	(14,283,894)	(13,687,707)	(13,687,707)	349,911
Other Financing Uses	8,837,828	8,182,191	6,682,191	6,682,191	(2,155,637)
Net Appropriations	388,318,688	431,731,970	414,895,296	417,297,167	28,978,479
AFB	75,443	71,026	71,026	71,026	(4,417)
Revenue	246,776,858	246,361,574	247,430,431	248,132,302	1,355,444
Net County Cost	141,466,387	185,299,370	167,393,839	169,093,839	27,627,452
Management FTE.	636.50	651.42	621.75	622.67	(13.83)
Non-Management FTE.	2,239.30	2,272.47	2,170.68	2,183.93	(55.37)
Total FTE.	2,875.80	2,923.89	2,792.43	2,806.60	(69.20)
Management Auth.	709.00	763.00	762.00	765.00	56.00
Non-Management Auth.	2,488.00	2,594.00	2,576.00	2,559.00	71.00
Total Auth.	3,197.00	3,357.00	3,338.00	3,324.00	127.00
Public Ways & Facilities					
S&EB	12,723,419	14,959,778	14,959,778	14,959,778	2,236,359
Services & Supplies	23,309,815	21,008,556	21,008,556	21,008,556	(2,301,259)
Other Charges	1,570,287	452,860	452,860	452,860	(1,117,427)
Fixed Assets	1,619,855	693,480	693,480	693,480	(926,375)
Intra-Fund Transfers	(1,679,171)	(1,763,130)	(1,763,130)	(1,763,130)	(83,959)
Other Financing Uses	3,715,757	3,243,514	3,243,514	3,243,514	(472,243)
Net Appropriations	41,259,962	38,595,058	38,595,058	38,595,058	(2,664,904)
AFB	349,152	1,964,302	1,964,302	1,964,302	1,615,150
Revenue	40,910,810	36,630,756	36,630,756	36,630,756	(4,280,054)
Net County Cost	0	0	0	0	0
Reserve Increase	11,879,816	35,890,381	29,890,381	19,890,381	8,010,565
Total Appropriation	1,888,651,249	1,972,073,996	1,911,791,622	1,911,918,509	23,267,260
Financing					
Program Revenue	1,458,831,761	1,432,049,210	1,437,968,990	1,444,569,047	(14,262,714)
Non-Program Revenue	169,980,161	170,932,066	170,932,066	147,772,711	(22,207,450)
Property Tax	231,918,103	239,367,545	239,367,545	239,367,545	7,449,442
Available Fund Balance	4,098,242	15,648,161	29,630,771	29,616,956	25,518,714
Resv./Design Cancellation	23,822,982	1,517,697	33,892,250	50,592,250	26,769,268
Total Financing	1,888,651,249	1,859,514,679	1,911,791,622	1,911,918,509	23,267,260

2003-04
Final/Amended Budget
All Funds
Summary By Program

	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Total Positions					
Management FTE	1,994.05	2,036.19	1,935.01	1,940.60	(53.45)
Non-Management FTE	5,713.68	5,784.24	5,566.47	5,583.91	(129.77)
Total FTE	7,707.73	7,820.43	7,501.48	7,524.51	(183.22)
Management Authorized	2,185.00	2,286.00	2,268.00	2,272.00	87.00
Non-Management Authorized	7,085.00	7,466.00	7,394.00	7,408.00	323.00
Total Authorized	9,270.00	9,752.00	9,662.00	9,680.00	410.00
Budgeted Positions - Special Funds And Districts					
Management FTE	342.98	361.15	360.15	363.40	20.42
Non-Management FTE	1,134.88	1,128.21	1,111.21	1,118.35	(16.53)
Total FTE	1,477.86	1,489.36	1,471.36	1,481.75	3.89
Management Authorized	403.00	408.00	408.00	411.00	8.00
Non-Management Authorized	1,279.00	1,269.00	1,258.00	1,265.00	(14.00)
Total Authorized	1,682.00	1,677.00	1,666.00	1,676.00	(6.00)
Total Budgeted Positions					
Management FTE	2,337.03	2,397.34	2,295.16	2,304.00	(33.03)
Non-Management FTE	6,848.56	6,912.45	6,677.68	6,702.26	(146.30)
Total FTE	9,185.59	9,309.79	8,972.84	9,006.26	(179.33)
Management Authorized	2,588.00	2,694.00	2,676.00	2,683.00	95.00
Non-Management Authorized	8,364.00	8,735.00	8,652.00	8,673.00	309.00
Total Authorized	10,952.00	11,429.00	11,328.00	11,356.00	404.00

2003-04
Final/Amended Budget
General Fund
Summary By Program

	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Capital Projects					
Services & Supplies	8,000,716	6,709,151	6,678,526	6,678,526	(1,322,190)
Fixed Assets	1,171,594	7,620,583	4,274,048	4,418,317	3,246,723
Other Financing Uses	3,159,584	0	0	0	(3,159,584)
Net Appropriations	12,331,894	14,329,734	10,952,574	11,096,843	(1,235,051)
Revenue	4,038,164	6,014,691	6,014,691	6,158,960	2,120,796
Net County Cost	8,293,730	8,315,043	4,937,883	4,937,883	(3,355,847)
General Government					
S&EB	79,296,619	85,831,899	84,110,793	84,309,614	5,012,995
Services & Supplies	62,448,967	59,077,795	56,572,226	56,373,405	(6,075,562)
Other Charges	5,307,574	2,790,230	2,790,230	2,930,875	(2,376,699)
Fixed Assets	279,415	3,041,763	2,991,763	2,991,763	2,712,348
Intra-Fund Transfers	(6,051,923)	(8,912,682)	(8,831,462)	(8,831,462)	(2,779,539)
Other Financing Uses	1,659,643	1,416,812	1,416,812	1,416,812	(242,831)
Net Appropriations	142,940,295	143,245,817	139,050,362	139,191,007	(3,749,288)
Revenue	89,909,275	86,988,265	86,843,881	86,843,881	(3,065,394)
Net County Cost	53,031,020	56,257,552	52,206,481	52,347,126	(683,894)
Management FTE.	382.22	397.09	388.84	389.84	7.62
Non-Management FTE.	542.91	536.41	525.97	527.68	(15.23)
Total FTE.	925.13	933.50	914.81	917.52	(7.61)
Management Auth.	411.00	439.00	438.00	439.00	28.00
Non-Management Auth.	1,055.00	1,137.00	1,137.00	1,168.00	113.00
Total Auth.	1,466.00	1,576.00	1,575.00	1,607.00	141.00
Health Care Services					
S&EB	77,253,869	87,227,873	81,860,466	81,956,886	4,703,017
Services & Supplies	175,754,850	193,974,637	186,599,455	191,183,258	15,428,408
Other Charges	181,731,433	174,716,139	174,716,139	175,151,536	(6,579,897)
Fixed Assets	11,750	11,750	11,750	11,750	0
Intra-Fund Transfers	(11,288,732)	(10,829,798)	(10,829,798)	(10,834,274)	454,458
Other Financing Uses	806,078	801,350	801,350	801,350	(4,728)
Net Appropriations	424,269,248	445,901,951	433,159,362	438,270,506	14,001,258
Revenue	348,895,018	355,416,753	357,375,685	362,127,600	13,232,582
Net County Cost	75,374,230	90,485,198	75,783,677	76,142,906	768,676
Management FTE.	272.67	287.50	271.92	273.17	0.50
Non-Management FTE.	690.25	718.45	665.74	663.55	(26.70)
Total FTE.	962.92	1,005.95	937.66	936.72	(26.20)
Management Auth.	312.00	332.00	327.00	329.00	17.00
Non-Management Auth.	820.00	901.00	886.00	887.00	67.00
Total Auth.	1,132.00	1,233.00	1,213.00	1,216.00	84.00

2003-04
Final/Amended Budget
General Fund
Summary By Program

	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Non Program Financing					
Services & Supplies	750,000	750,000	750,000	750,000	0
Other Charges	23,500,000	23,500,000	23,500,000	23,500,000	0
Fixed Assets	1,792,442	1,864,122	1,864,122	1,864,122	71,680
Other Financing Uses	32,656,026	24,740,032	24,740,032	24,740,032	(7,915,994)
Net Appropriations	58,698,468	50,854,154	50,854,154	50,854,154	(7,844,314)
Property Tax	220,850,000	227,175,913	227,175,913	227,175,913	6,325,913
AFB	0	0	13,982,610	13,982,610	13,982,610
Revenue	169,980,161	170,932,066	170,932,066	147,772,711	(22,207,450)
Net County Cost	(332,131,693)	(347,253,825)	(361,236,435)	(338,077,080)	(5,945,387)
Public Assistance					
S&EB	173,604,942	189,129,899	180,707,960	180,598,447	6,993,505
Services & Supplies	118,454,275	121,007,195	113,548,638	114,457,309	(3,996,966)
Other Charges	286,626,264	274,327,991	273,077,991	273,077,991	(13,548,273)
Fixed Assets	1,171,073	1,081,073	1,081,073	1,081,073	(90,000)
Intra-Fund Transfers	(4,972,555)	(7,091,877)	(7,091,877)	(7,091,877)	(2,119,322)
Other Financing Uses	444,853	444,853	444,853	444,853	0
Net Appropriations	575,328,852	578,899,134	561,768,638	562,567,796	(12,761,056)
Revenue	509,419,360	493,815,839	496,852,214	496,310,601	(13,108,759)
Net County Cost	65,909,492	85,083,295	64,916,424	66,257,195	347,703
Management FTE.	590.42	591.17	543.50	543.58	(46.84)
Non-Management FTE.	1,909.40	1,906.96	1,854.12	1,852.17	(57.23)
Total FTE.	2,499.82	2,498.13	2,397.62	2,395.75	(104.07)
Management Auth.	623.00	627.00	616.00	614.00	(9.00)
Non-Management Auth.	2,175.00	2,203.00	2,164.00	2,162.00	(13.00)
Total Auth.	2,798.00	2,830.00	2,780.00	2,776.00	(22.00)

2003-04
Final/Amended Budget
General Fund
Summary By Program

	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Public Protection					
S&EB	244,671,737	281,374,922	269,868,440	271,499,284	26,827,547
Services & Supplies	129,276,282	135,337,482	133,238,965	133,282,543	4,006,261
Other Charges	1,861,016	1,861,016	1,861,016	1,861,016	0
Fixed Assets	452,372	375,554	375,554	375,554	(76,818)
Intra-Fund Transfers	(14,037,618)	(14,283,894)	(13,687,707)	(13,687,707)	349,911
Other Financing Uses	8,837,828	8,182,191	6,682,191	6,682,191	(2,155,637)
Net Appropriations	371,061,617	412,847,271	398,338,459	400,012,881	28,951,264
Revenue	229,595,230	227,547,901	230,944,620	230,919,042	1,323,812
Net County Cost	141,466,387	185,299,370	167,393,839	169,093,839	27,627,452
Management FTE.	610.00	646.42	616.75	617.67	7.67
Non-Management FTE.	2,201.05	2,246.47	2,144.68	2,157.93	(43.12)
Total FTE.	2,811.05	2,892.89	2,761.43	2,775.60	(35.45)
Management Auth.	666.00	758.00	757.00	760.00	94.00
Non-Management Auth.	2,446.00	2,568.00	2,550.00	2,533.00	87.00
Total Auth.	3,112.00	3,326.00	3,307.00	3,293.00	181.00
Reserve Increase	11,879,816	35,890,381	29,890,381	19,890,381	8,010,565
Total Appropriation	1,596,510,190	1,681,968,442	1,624,013,930	1,621,883,568	25,373,378
Financing					
Program Revenue	1,181,857,047	1,169,783,449	1,178,031,091	1,182,360,084	503,037
Non-Program Revenue	169,980,161	170,932,066	170,932,066	147,772,711	(22,207,450)
Property Tax	220,850,000	227,175,913	227,175,913	227,175,913	6,325,913
Available Fund Balance	0	0	13,982,610	13,982,610	13,982,610
Resv./Design Cancellation	23,822,982	1,517,697	33,892,250	50,592,250	26,769,268
Total Financing	1,596,510,190	1,569,409,125	1,624,013,930	1,621,883,568	25,373,378
Total Positions					
Management FTE	1,855.31	1,922.18	1,821.01	1,824.26	(31.05)
Non-Management FTE	5,343.61	5,408.29	5,190.51	5,201.33	(142.28)
Total FTE	7,198.92	7,330.47	7,011.52	7,025.59	(173.33)
Management Authorized	2,012.00	2,156.00	2,138.00	2,142.00	130.00
Non-Management Authorized	6,496.00	6,809.00	6,737.00	6,750.00	254.00
Total Authorized	8,508.00	8,965.00	8,875.00	8,892.00	384.00

2003-04
Final/Amended Budget
Special Funds and Districts

	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Fire Districts					
S&EB	35,626,278	39,232,599	39,188,440	39,200,764	3,574,486
Services & Supplies	7,145,783	7,973,182	8,017,341	8,910,218	1,764,435
Other Charges	367,332	244,342	244,342	300,000	(67,332)
Fixed Assets	1,550,000	2,922,380	2,922,380	2,722,380	1,172,380
Net Appropriations	44,689,393	50,372,503	50,372,503	51,133,362	6,443,969
Property Tax	22,280,010	22,732,472	22,732,472	22,728,472	448,462
AFB	2,021,910	1,805,000	1,805,000	1,899,000	(122,910)
Revenue	20,387,473	25,835,031	25,835,031	26,505,890	6,118,417
Net County Cost	0	0	0	0	0
Management FTE.	25.00	25.00	25.00	25.00	0.00
Non-Management FTE.	236.00	248.00	248.00	257.00	21.00
Total FTE.	261.00	273.00	273.00	282.00	21.00
Management Auth.	25.00	25.00	25.00	25.00	0.00
Non-Management Auth.	236.00	248.00	248.00	257.00	21.00
Total Auth.	261.00	273.00	273.00	282.00	21.00
Flood Control					
S&EB	19,752,499	24,470,467	24,432,475	24,404,452	4,651,953
Services & Supplies	48,371,143	41,665,751	41,703,743	59,656,419	11,285,276
Other Charges	2,846,807	3,056,807	3,056,807	3,056,807	210,000
Fixed Assets	391,982	836,724	836,724	856,724	464,742
Intra-Fund Transfers	(18,950,677)	(20,258,237)	(20,258,237)	(20,258,237)	(1,307,560)
Other Financing Uses	4,300,000	5,100,000	5,100,000	5,100,000	800,000
Net Appropriations	56,711,754	54,871,512	54,871,512	72,816,165	16,104,411
Property Tax	16,885,738	17,920,803	17,920,803	22,119,384	5,233,646
AFB	21,869,919	18,370,187	18,370,187	31,582,463	9,712,544
Revenue	17,956,097	18,580,522	18,580,522	19,114,318	1,158,221
Net County Cost	0	0	0	0	0
Management FTE.	79.23	78.23	78.23	79.23	0.00
Non-Management FTE.	382.23	382.89	382.89	381.89	(0.34)
Total FTE.	461.46	461.12	461.12	461.12	(0.34)
Management Auth.	86.00	86.00	86.00	87.00	1.00
Non-Management Auth.	405.00	407.00	407.00	406.00	1.00
Total Auth.	491.00	493.00	493.00	493.00	2.00

2003-04
Final/Amended Budget
Special Funds and Districts

	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Health Care Benefit Assessment					
S&EB	3,608,990	4,071,616	4,069,498	4,094,469	485,479
Services & Supplies	15,692,966	16,996,519	16,998,637	17,186,952	1,493,986
Other Charges	262,002	106,641	106,641	106,641	(155,361)
Fixed Assets	700,000	700,000	700,000	700,000	0
Other Financing Uses	813,623	715,837	715,837	715,837	(97,786)
Net Appropriations	21,077,581	22,590,613	22,590,613	22,803,899	1,726,318
AFB	2,538,710	3,389,539	3,389,539	3,389,539	850,829
Revenue	18,538,871	19,201,074	19,201,074	19,414,360	875,489
Net County Cost	0	0	0	0	0
Management FTE.	18.50	21.25	21.25	21.50	3.00
Non-Management FTE.	25.00	25.00	25.00	25.00	0.00
Total FTE.	43.50	46.25	46.25	46.50	3.00
Management Auth.	19.00	21.00	21.00	22.00	3.00
Non-Management Auth.	26.00	26.00	26.00	26.00	0.00
Total Auth.	45.00	47.00	47.00	48.00	3.00
Internal Service Funds					
S&EB	50,167,489	55,371,675	54,124,117	54,015,609	3,848,120
Services & Supplies	86,101,481	89,261,736	87,310,718	87,848,339	1,746,858
Other Charges	48,864,034	50,930,705	49,450,705	47,456,736	(1,407,298)
Other Financing Uses	11,144,252	11,434,512	11,434,512	11,434,512	290,260
Net Appropriations	196,277,256	206,998,628	202,320,052	200,755,196	4,477,940
Revenue	196,277,256	206,998,628	202,320,052	200,755,196	4,477,940
Net County Cost	0	0	0	0	0
Management FTE.	186.75	201.17	200.17	201.17	14.42
Non-Management FTE.	412.95	388.11	371.11	370.25	(42.70)
Total FTE.	599.70	589.28	571.28	571.42	(28.28)
Management Auth.	239.00	240.00	240.00	240.00	1.00
Non-Management Auth.	522.00	492.00	481.00	480.00	(42.00)
Total Auth.	761.00	732.00	721.00	720.00	(41.00)

2003-04
Final/Amended Budget
Special Funds and Districts

	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Lead Abatement					
S&EB	1,187,292	1,553,189	1,552,476	1,552,476	365,184
Services & Supplies	1,023,084	913,861	914,574	914,574	(108,510)
Other Charges	0	41,652	41,652	41,652	41,652
Other Financing Uses	0	175,385	175,385	175,385	175,385
Net Appropriations	2,210,376	2,684,087	2,684,087	2,684,087	473,711
AFB	0	502,971	502,971	502,971	502,971
Revenue	2,210,376	2,181,116	2,181,116	2,181,116	(29,260)
Net County Cost	0	0	0	0	0
Management FTE.	4.50	5.50	5.50	5.50	1.00
Non-Management FTE.	12.00	14.50	14.50	14.50	2.50
Total FTE.	16.50	20.00	20.00	20.00	3.50
Management Auth.	5.00	6.00	6.00	6.00	1.00
Non-Management Auth.	14.00	17.00	17.00	17.00	3.00
Total Auth.	19.00	23.00	23.00	23.00	4.00
Other Public Ways & Facilities					
S&EB	2,141,712	2,205,730	2,205,730	2,205,730	64,018
Services & Supplies	2,813,972	4,298,985	4,298,985	4,298,985	1,485,013
Other Charges	35,515	58,001	58,001	58,001	22,486
Fixed Assets	171,832	0	0	0	(171,832)
Other Financing Uses	217,595	11,595	11,595	11,595	(206,000)
Net Appropriations	5,380,626	6,574,311	6,574,311	6,574,311	1,193,685
Property Tax	31,858	33,097	33,097	33,097	1,239
AFB	467,768	95,556	95,556	95,556	(372,212)
Revenue	4,881,000	6,445,658	6,445,658	6,445,658	1,564,658
Net County Cost	0	0	0	0	0
Police Protection					
S&EB	10,117,528	9,946,856	9,946,856	9,946,856	(170,672)
Services & Supplies	8,916	8,916	8,916	8,916	0
Other Charges	16,403	109,389	109,389	109,389	92,986
Net Appropriations	10,142,847	10,065,161	10,065,161	10,065,161	(77,686)
Property Tax	9,598,538	10,062,852	10,062,852	10,062,852	464,314
Revenue	544,309	2,309	2,309	2,309	(542,000)
Net County Cost	0	0	0	0	0

2003-04
Final/Amended Budget
Special Funds and Districts

	2002-03 Budget	2003-04 Maint. of Effort	2003-04 Recommend	2003-04 Final	Change Budget/ Final
Flood Control - Zone 7					
S&EB	10,027,501	10,927,268	10,922,135	11,038,604	1,011,103
Services & Supplies	48,295,290	51,768,917	51,774,050	33,732,928	(14,562,362)
Other Charges	240,000	526,503	526,503	526,503	286,503
Fixed Assets	240,300	264,000	264,000	244,000	3,700
Intra-Fund Transfers	(5,700,732)	(5,334,168)	(5,334,168)	(5,334,168)	366,564
Other Financing Uses	9,374,573	8,000,000	8,000,000	8,000,000	(1,374,573)
Net Appropriations	62,476,932	66,152,520	66,152,520	48,207,867	(14,269,065)
Property Tax	7,680,685	8,088,617	8,088,617	3,890,036	(3,790,649)
AFB	31,294,906	32,741,207	32,741,207	19,528,931	(11,765,975)
Revenue	23,501,341	25,322,696	25,322,696	24,788,900	1,287,559
Net County Cost	0	0	0	0	0
Management FTE.	29.00	30.00	30.00	31.00	2.00
Non-Management FTE.	66.70	69.70	69.70	69.71	3.01
Total FTE.	95.70	99.70	99.70	100.71	5.01
Management Auth.	29.00	30.00	30.00	31.00	2.00
Non-Management Auth.	76.00	79.00	79.00	79.00	3.00
Total Auth.	105.00	109.00	109.00	110.00	5.00
Resv./Design Cancellation	0	0	0	0	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Total by Program								
General Government	8,763,791	0	0	0	3,142,826	0	11,906,617	3,142,826
Public Protection	7,328,484	2,021	8,154	10,175	(19,366)	(1,239,542)	6,079,751	(1,248,733)
Public Assistance	50,582,609	36,697	150,422	187,119	8,067,335	(2,501,298)	56,535,765	5,753,156
Total Health Care	208,670,913	1,270,912	5,379,312	6,650,224	(3,114,741)	(4,051,837)	208,154,559	795,289
GRAND TOTAL	275,345,797	1,309,630	5,537,888	6,847,518	8,076,054	(7,792,677)	282,676,692	6,851,960
General Government								
CDA Services and Housing								
A Safe Place	37,000			0			37,000	0
AIDS Project of the East Bay	128,435			0			128,435	0
Alameda Point Collaborative	1,564,539			0	162,633		1,727,172	162,633
Allied Housing	336,252			0			336,252	0
Ark of Refuge	296,573			0			296,573	0
Building Futures with Women and Children	41,527			0	41,696		83,223	41,696
Building Opportunities for Self-Sufficiency	127,050			0	(15,993)		111,057	(15,993)
Dignity Housing West	66,139			0			66,139	0
East Oakland Community Project	72,220			0			72,220	0
ECHO Housing	90,036			0			90,036	0
Eden I & R, Inc.	75,000			0			75,000	0
Emergency Shelter Program	41,527			0	(950)		40,577	(950)
Family Emergency Shelter Coalition	41,527			0	62,700		104,227	62,700

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Housing Consortium of the East Bay	0			0	30,000		30,000	30,000
Housing Rights	29,189			0			29,189	0
Jobs Consortium	195,551			0	1,158		196,709	1,158
Providence House	50,000			0	(50,000)		0	(50,000)
Public Health Institute	50,000			0	106,000		156,000	106,000
Resources for Community Development	81,700			0			81,700	0
SAVE	41,527			0	(950)		40,577	(950)
Second Chance, Inc.	39,857			0			39,857	0
Toolworks	0			0	183,555		183,555	183,555
Tri-City Health Center	128,435			0			128,435	0
Tri-City Homeless Coalition	198,304			0			198,304	0
Tri-Valley Haven for Women Inc	38,857			0	42,297		81,154	42,297
UA Housing	80,714			0			80,714	0
United Indian Nations	162,633			0	(162,633)		0	(162,633)
Valley Community Health Center	28,100			0	(28,100)		0	(28,100)
Total – CDA Services and Housing	4,042,692	0	0	0	371,413	0	4,414,105	371,413
CDA Development Contracts								
Affordable Housing Associates	80,000			0	(80,000)		0	(80,000)
African-American Aids Support Svcs. AMASSI	206,500			0	(206,500)		0	(206,500)
Alameda Point Collaborative	500,000			0	(500,000)		0	(500,000)
Allied Housing	460,000			0	1,069,999		1,529,999	1,069,999
American Baptist Homes of the West	0			0	541,643		541,643	541,643
Ark of Refuge	0			0	299,534		299,534	299,534

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Building Futures with Women and Children	710,000			0	(710,000)		0	(710,000)
Dignity Housing West	1,605,599			0	(1,605,599)		0	(1,605,599)
Eden Housing	830,000			0	(830,000)		0	(830,000)
Family Emergency Shelter Coalition	0			0	526,000		526,000	526,000
Operation Dignity	189,000			0	108,000		297,000	108,000
Quail Run Apartments	0			0	1,176,000		1,176,000	1,176,000
Resources for Community Development	140,000			0	1,978,663		2,118,663	1,978,663
Tri-Valley Haven for Women Inc	0			0	182,000		182,000	182,000
UA Housing	0			0	821,673		821,673	821,673
Total – CDA Development Contracts	4,721,099	0	0	0	2,771,413	0	7,492,512	2,771,413
Total General Government	8,763,791	0	0	0	3,142,826	0	11,906,617	3,142,826
Public Protection								
Superior Court								
Stiles Hall	163,824	1,365	5,506	6,871			170,695	6,871
Total – Superior Court	163,824	1,365	5,506	6,871	0	0	170,695	6,871
Dispute Resolution Programs								
Alameda County Bar Association	66,000			0			66,000	0
Berkeley Dispute Resolution Service	78,100			0			78,100	0
California Lawyers for the Arts	10,000			0			10,000	0
Catholic Charities	59,000			0			59,000	0
Center for Community Dispute Settlement	48,000			0			48,000	0
Conciliation Forums of Oakland	68,600			0			68,600	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Mediation Resolution Service	62,000			0			62,000	0
Total – Dispute Resolution Programs	391,700	0	0	0	0	0	391,700	0
Probation Department								
Adolescent Treatment Centers, Inc.	111,408			0			111,408	0
Alameda Co. Youth Dev. Inc. (Scotlan)	399,353			0		(22,870)	376,483	(22,870)
Alameda County Office of Education	124,496			0		(43,574)	80,922	(43,574)
Asian Community Mental Health Services	70,866			0		(28,269)	42,597	(28,269)
Berkeley Youth Alternatives	267,428			0		(37,660)	229,768	(37,660)
Castro Valley Unified School District	78,324			0		(23,849)	54,475	(23,849)
Catholic Charities	43,850			0			43,850	0
Center for Family Counseling	402,670			0		(18,012)	384,658	(18,012)
City of Fremont	472,823			0		(64,056)	408,767	(64,056)
City of Hayward	511,041			0		(66,756)	444,285	(66,756)
City of Livermore	327,229			0		(14,428)	312,801	(14,428)
Conciliation Forums of Oakland	60,361			0		(27,861)	32,500	(27,861)
Donald McCullum Youth Court, Inc.	79,218			0		(28,848)	50,370	(28,848)
East Bay Asian Youth Center	71,463			0		(28,506)	42,957	(28,506)
East Bay Asian Youth Center	169,417			0			169,417	0
Eden I & R, Inc.	60,000			0		(54,220)	5,780	(54,220)
Fremont Unified School District	75,171			0		(26,551)	48,620	(26,551)
Girl's Incorporated of Alameda County	78,108	656	2,648	3,304		(3,304)	78,108	0
Girl's Incorporated of Alameda County	167,690			0			167,690	0
Haight-Ashbury (Ujima House)	277,660			0		(139,179)	138,481	(139,179)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Livermore Area Recreational District	19,366			0	(19,366)		0	(19,366)
Livermore Valley Joint Unified School District	65,833			0		(13,407)	52,426	(13,407)
Newark USD Newark Memorial High School	76,207			0		(50,281)	25,926	(50,281)
Parental Stress Services, Inc.	463,110			0			463,110	0
Pleasanton Unified School District	76,557			0		(17,193)	59,364	(17,193)
Public Health MOU	290,250			0			290,250	0
San Leandro Unified School District	78,324			0		(20,353)	57,971	(20,353)
San Lorenzo Unified School District	110,076			0		(31,745)	78,331	(31,745)
Second Chance, Inc.	189,838			0		(16,508)	173,330	(16,508)
Seventh Step Foundation	343,220			0			343,220	0
Seventh Step Foundation	363,937			0		(363,937)	0	(363,937)
Union City Police Department	186,280			0		(31,538)	154,742	(31,538)
Valley Community Health Center	61,520			0		(11,885)	49,635	(11,885)
Xanthos, Inc.	287,037			0		(22,624)	264,413	(22,624)
YMCA of the East Bay	71,339			0		(28,457)	42,882	(28,457)
Young Women's Christian Assn of Oakland	241,490			0		(3,671)	237,819	(3,671)
Total – Probation Department	6,772,960	656	2,648	3,304	(19,366)	(1,239,542)	5,517,356	(1,255,604)
Total Public Protection	7,328,484	2,021	8,154	10,175	(19,366)	(1,239,542)	6,079,751	(1,248,733)
Public Assistance								
Children & Family Services								
14th Street Medical Group Inc	50,220			0			50,220	0
Alameda County Youth Development Inc	50,778			0			50,778	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Bananas, Inc.	508,624			0	9,996		518,620	9,996
Building Futures with Women And Children	25,000			0			25,000	0
Calico Center	65,550			0			65,550	0
Chabot Las Positas Community College	40,000			0			40,000	0
Chabot Las Positas Community College	656,250			0			656,250	0
Chabot Las Positas Community College	90,000			0	9,000		99,000	9,000
Child Care Links	133,453			0	2,640		136,093	2,640
Children's Hospital - Oakland	12,000			0			12,000	0
Children's Hospital - Oakland	43,000			0			43,000	0
Children's Hospital - Oakland	31,193			0			31,193	0
Children's Hospital - Oakland	81,960			0			81,960	0
Children's Hospital - Oakland	5,540			0			5,540	0
Community Child Care Coord Council Alaco	133,453			0	2,640		136,093	2,640
Community Task Force On Homes For Children	39,750			0	(1,987)		37,763	(1,987)
Davis Street Community Center, Inc.	69,000			0			69,000	0
East Bay Agency For Children	53,544			0			53,544	0
Eden I & R, Inc.	70,000			0	(12,000)		58,000	(12,000)
Emergency Shelter Program	25,000			0		(25,000)	0	(25,000)
Family Emergency Shelter Coalition	29,164			0			29,164	0
Family Support Services of The Bay Area	54,740			0			54,740	0
Family Support Services of The Bay Area	89,550			0		(17,910)	71,640	(17,910)
Family Support Services of The Bay Area	102,900			0			102,900	0
Family Support Services of The Bay Area	350,000			0		(87,500)	262,500	(87,500)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
First Place Fund for Youth	75,000			0			75,000	0
Flex Care Consortium, Lincoln Child Center	350,000			0		(87,500)	262,500	(87,500)
Kairos Unlimited Inc	310,000			0	159,691		469,691	159,691
Kairos Unlimited Inc	450,000			0	(450,000)		0	(450,000)
Kairos Unlimited Inc	75,547			0		(75,547)	0	(75,547)
La Cheim School, Inc.	55,376			0			55,376	0
La Clinica De La Raza	67,697			0			67,697	0
Parental Stress Services, Inc.	69,000			0			69,000	0
Parental Stress Services, Inc.	90,000			0			90,000	0
Pivotal Point Youth Svcs Inc	69,000			0			69,000	0
Pleasanton Unified School District	65,168			0			65,168	0
Real Alternatives for Adolescents Inc	61,560			0	(61,560)		0	(61,560)
SAVE	69,000			0			69,000	0
Southern Alameda County Comite For Raza	69,000			0			69,000	0
Tri-City Homeless Coalition	75,000			0			75,000	0
Valley Community Health Center	65,578			0			65,578	0
Various Child Care Contracts (GAPP Contracts)	168,276			0	3,600		171,876	3,600
West Oakland Health Council, Inc.	144,472			0			144,472	0
Total – Children & Family Services	5,140,343	0	0	0	(337,980)	(293,457)	4,508,906	(631,437)
CalWORKs								
African American CalWORKs Coalition (OPTIONS)	30,000			0		(30,000)	0	(30,000)
African American CalWORKs Coalition (OPTIONS)	90,000			0		(90,000)	0	(90,000)
African American CalWORKs Coalition (OPTIONS)	303,478			0		(78,904)	224,574	(78,904)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
African Immigrant & Refugee Resource Ctr	79,155			0		(24,155)	55,000	(24,155)
Alameda County Workforce Investment Board	87,500			0		0	87,500	0
Alameda Health Consortium	97,095			0			97,095	0
Allied Fellowship Service, Inc.	75,000			0		(75,000)	0	(75,000)
Asians for Job Opportunities In The Bay	200,000			0		(52,000)	148,000	(52,000)
Asians for Job Opportunities In The Bay	82,203			0		(82,203)	0	(82,203)
Building Opportunities for Self-Sufficiency	143,000			0		(37,180)	105,820	(37,180)
California State University Hayward Foundation	50,000			0		(13,000)	37,000	(13,000)
Catholic Charities	140,000			0	(60,000)	(80,000)	0	(140,000)
Catholic Charities	53,000			0		(13,780)	39,220	(13,780)
Chabot Las Positas Community College	46,000			0		(11,960)	34,040	(11,960)
Chabot Las Positas Community College	90,000			0		(33,205)	56,795	(33,205)
Cheryl L. Dockery (Computers & You)	82,500			0	(31,087)	(51,413)	0	(82,500)
Child Care Links	16,515,578			0	2,984,422	0	19,500,000	2,984,422
City Of Fremont	79,413			0		(79,413)	0	(79,413)
Community Child Care Coord Council Alaco	5,848,717			0	4,112,358	0	9,961,075	4,112,358
Davis Street Community Center, Inc.	160,000			0		(41,600)	118,400	(41,600)
East Bay Asian Local Development Corp	151,240			0	(151,240)	0	0	(151,240)
East Bay Community Law Center	248,886			0		(173,886)	75,000	(173,886)
East Bay Vietnamese Assn., Inc.	100,000			0		(26,000)	74,000	(26,000)
Eden Council For Hope & Opportunity	279,395			0	0	(279,395)	0	(279,395)
Eden Youth Center	100,000			0		0	100,000	0
Family Support Services of The Bay Area	210,298			0		(210,298)	0	(210,298)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Family Violence Law Center	200,000			0		(52,000)	148,000	(52,000)
Family Violence Law Center	250,000			0		(65,000)	185,000	(65,000)
Filipinos For Affirmative Action	1,000			0		(1,000)	0	(1,000)
Fremont-Newark Community College District	75,000			0		(34,432)	40,568	(34,432)
Goodwill Industries	220,000			0		(57,200)	162,800	(57,200)
Housing Authority of Alameda County	60,000			0		(60,000)	0	(60,000)
International Institute of Alameda Co	55,000			0		(55,000)	0	(55,000)
Jobs Consortium	130,000			0		(33,800)	96,200	(33,800)
Jobs Consortium	117,738			0		(30,612)	87,126	(30,612)
Language Line Services	50,000			0		0	50,000	0
Lao Family Community Development, Inc.	294,840			0		(219,840)	75,000	(219,840)
Life Skills Inc	273,338			0		(198,338)	75,000	(198,338)
Northern California Community Development	325,000			0		(84,500)	240,500	(84,500)
Nutronics, Inc.	65,000			0		(65,000)	0	(65,000)
Oakland Business Development Corp.	70,000			0		(70,000)	0	(70,000)
Oakland Private Sector Corp.	671,784			0		0	671,784	0
Oakland Private Sector Corp.	131,250			0		(34,125)	97,125	(34,125)
Peralta Community College District	50,000			0		(50,000)	0	(50,000)
Peralta Community College District	736,500			0		(22,512)	713,988	(22,512)
Perinatal Council	273,000			0		(198,000)	75,000	(198,000)
Perinatal Council	258,000			0	87,000	0	345,000	87,000
Project Transition Inc	450,000			0		(117,000)	333,000	(117,000)
Regional Technical Training Ctr.	100,000			0		(100,000)	0	(100,000)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Regional Technical Training Ctr.	136,793			0		(35,566)	101,227	(35,566)
Spanish Speaking Citizens Foundation	4,000			0		(4,000)	0	(4,000)
Spanish Speaking Unity Council	0			0	151,240	(39,322)	111,918	111,918
The Fisher Foundation	18,000			0		(18,000)	0	(18,000)
Tiburcio Vasquez Health Center, Inc.	53,000			0		(5,000)	48,000	(5,000)
Tri-City Homeless Coalition	43,860			0		(11,537)	32,323	(11,537)
Unallocated Demonstration Contract-To Be Bid	0			0		200,000	200,000	200,000
Unallocated Training Contracts-To Be Bid	0			0		1,350,199	1,350,199	1,350,199
Unallocated Training Contracts-To Be Bid	0			0		100,000	100,000	100,000
Vallecitos CET Inc.	146,880			0		(38,189)	108,691	(38,189)
Women's Economic Agenda Project	50,000			0		(50,000)	0	(50,000)
Women's Economic Agenda Project	54,000			0		(54,000)	0	(54,000)
Women's Economic Agenda Project	160,000			0		(160,000)	0	(160,000)
Women's Employment Resources Corp.	200,000			0	(100,000)		100,000	(100,000)
Women's Foundation	300,000			0		(300,000)	0	(300,000)
Women's Initiative for Self Employment	68,175			0		(68,175)	0	(68,175)
Work Income Family Economic Support	10,000			0		(10,000)	0	(10,000)
Young Women's Christian Assn of Oakland	125,000			0		(32,500)	92,500	(32,500)
Total - CalWORKs	31,569,616	0	0	0	6,992,693	(2,207,841)	36,354,468	4,784,852
Adult Services								
Bay Area Community Services, Inc.	80,000			0			80,000	0
City of Fremont	50,000			0		0	50,000	0
Eden I & R, Inc.	8,000	67	269	336			8,336	336

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Eden I & R, Inc.	20,000			0			20,000	0
Legal Assistance for Seniors, Inc.	130,961	1,091	4,402	5,493			136,454	5,493
Legal Assistance for Seniors, Inc.	80,000			0			80,000	0
Trilogy Integrated Resources	72,000			0			72,000	0
Unallocated	198,698			0	(198,698)		0	(198,698)
Total – Adult Services	639,659	1,158	4,671	5,829	(198,698)	0	446,790	(192,869)
Area Agency on Aging								
Afghan Elderly Association	3,855			0			3,855	0
Alzheimers Services of The East Bay	69,221			0			69,221	0
Alzheimers Services of The East Bay	107,916			0			107,916	0
Alzheimers Services of The East Bay	151,461			0			151,461	0
Bay Area Community Services, Inc.	69,747	0	0	0			69,747	0
Bay Area Community Services, Inc.	952,984			0			952,984	0
Bay Area Community Services, Inc.	22,424			0	(243)		22,181	(243)
Catholic Charities	31,476			0			31,476	0
Catholic Charities	7,573			0	(7,573)		0	(7,573)
City of Alameda	23,886			0			23,886	0
City of Albany	17,903			0			17,903	0
City of Berkeley	47,034			0			47,034	0
City of Berkeley	31,476			0			31,476	0
City of Berkeley	39,853			0			39,853	0
City of Emeryville	32,625			0			32,625	0
City of Fremont	25,375			0			25,375	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
City of Fremont	53,958			0			53,958	0
City of Oakland	40,795			0			40,795	0
City of Oakland	37,868			0	(37,868)		0	(37,868)
City of Oakland	225,797			0	3,182		228,979	3,182
City of Oakland	70,142			0	(70,142)		0	(70,142)
Crisis Support Services	17,763			0			17,763	0
Direct Service Title III/B	0			0	252,987		252,987	252,987
East Bay Korean-American Senior	17,582			0			17,582	0
East Bay Korean-American Senior	25,782			0			25,782	0
Family Bridges, Inc.	79,725			0			79,725	0
Family Caregiver Alliance	80,937			0			80,937	0
Family Support Services of the Bay Area	44,965			0			44,965	0
Hayward Area Recreation and Park District	22,940			0			22,940	0
Hospital Committee for Livermore	159,728			0			159,728	0
Japanese American Services of the East	30,500			0			30,500	0
Japanese American Services of the East	26,979			0			26,979	0
Korean Community Center of the East Bay	15,512			0			15,512	0
Legal Assistance for Seniors, Inc.	194,459			0	(27,439)		167,020	(27,439)
Life Eldercare, Inc.	16,443			0			16,443	0
Life Eldercare, Inc.	55,376			0			55,376	0
Lifelong Medical Care	25,000			0			25,000	0
Lifelong Medical Care	95,372			0	270		95,642	270
Mercy Retirement and Care Center	113,669			0			113,669	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Mercy Retirement and Care Center	22,159			0	(22,159)		0	(22,159)
New Light Senior Citizens, Inc.	7,529			0			7,529	0
North Oakland Parish, Inc.	10,000			0			10,000	0
Ombudsman, Inc.	229,592			0	4,063		233,655	4,063
Regents of the University of California	296,603			0			296,603	0
Service Opportunity for Seniors	278,413	403	4,035	4,438			282,851	4,438
Seton Senior Center	20,706			0			20,706	0
Spanish Speaking Unity Council	42,237			0			42,237	0
Spectrum Community Services	25,984			0			25,984	0
Spectrum Community Services	262,007			0			262,007	0
Spectrum Community Services	44,966			0			44,966	0
Spectrum Community Services	172,967			0	34,037		207,004	34,037
St. Mary's Center	57,256			0			57,256	0
St. Peter's Community Adult Day Care	55,070			0			55,070	0
Tides Center	10,000			0			10,000	0
Tri-Valley Community Foundation	22,990			0			22,990	0
Tri-Valley Community Foundation	26,979			0			26,979	0
Tri-Valley Community Foundation	70,603			0			70,603	0
Unallocated Title IIIB	0			0	193,236		193,236	193,236
USDA/Various Contractors	366,779			0	109,026		475,805	109,026
Total – Area Agency on Aging	5,108,941	403	4,035	4,438	431,377	0	5,544,756	435,815
Public Authority for IHSS								
Bay Area Community Services, Inc.	89,589			0			89,589	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Center for Independent Living	62,588			0	2,314		64,902	2,314
Coalition for Elders Independence Inc	67,500			0			67,500	0
Community Resources for Independent Living	41,536			0	3,317		44,853	3,317
Family Bridges, Inc.	41,868			0			41,868	0
Life Eldercare, Inc.	57,603			0	2,899		60,502	2,899
Nightingale Nursing	120,000			0	(40,000)		80,000	(40,000)
Spectrum Community Services	52,407			0	(49,407)		3,000	(49,407)
Tri-Valley Community Foundation	50,820			0	4,271		55,091	4,271
Total – Public Authority for IHSS	583,911	0	0	0	(76,606)	0	507,305	(76,606)
General Assistance								
Alameda County Homeless Action Center	63,000	525	2,118	2,643			65,643	2,643
Allied Fellowship Service, Inc.	254,543	2,121	8,555	10,677			265,220	10,677
Building Opportunities for Self-Sufficiency	101,818	848	3,422	4,271			106,089	4,271
Cornerstone Community Development Corp	43,637	364	1,467	1,830			45,467	1,830
East Bay Community Law Center	25,000			0			25,000	0
East Bay Conservation Corps	79,936	666	2,687	3,353			83,289	3,353
East Oakland Community Project	399,996	3,333	13,444	16,778			416,774	16,778
Human Outreach Agency	145,453	1,212	4,889	6,101			151,554	6,101
Jobs Consortium	65,179	543	2,191	2,734			67,913	2,734
Operation Dignity	26,259	219	883	1,101			27,360	1,101
Total – General Assistance	1,204,821	9,832	39,655	49,487	0	0	1,254,308	49,487
Community Projects								
Alameda County Community Food Bank	771,143	6,426	25,919	32,345			803,488	32,345

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Berkeley Food & Housing Project	191,166	1,593	6,425	8,018			199,184	8,018
Berkeley Food & Housing Project	63,413	528	2,131	2,660			66,073	2,660
Building Opportunities for Self-Sufficiency	195,453	1,629	6,569	8,198			203,651	8,198
City of Oakland	250,000	2,083	8,403	10,486			260,486	10,486
Cornerstone Community Development Corp	108,638	905	3,651	4,557			113,195	4,557
Cornerstone Community Development Corp	84,868	707	2,853	3,560			88,428	3,560
Davis Street Community Center, Inc.	78,380	653	2,634	3,288			81,668	3,288
Downs Memorial Community Development	52,517	438	1,765	2,203			54,720	2,203
East Oakland Switchboard	120,741	1,006	4,058	5,064			125,805	5,064
Emergency Services Network	31,640	264	1,063	1,327			32,967	1,327
Emergency Shelter Program	152,307	1,269	5,119	6,388			158,695	6,388
Family Emergency Shelter Coalition	43,818	365	1,473	1,838			45,656	1,838
First African Methodist Episcopal Church	39,340	328	1,322	1,650			40,990	1,650
SAVE	36,787	307	1,236	1,543			38,330	1,543
Salvation Army	141,948	1,183	4,771	5,954			147,902	5,954
Travelers Aid Society of Alameda Co Inc	122,637	1,022	4,122	5,144			127,781	5,144
Tri-City Homeless Coalition	127,852	1,065	4,297	5,363			133,215	5,363
Tri-City Volunteers Inc	124,207	1,035	4,175	5,210			129,417	5,210
Tri-Valley Haven for Women Inc	61,000	508	2,050	2,559			63,559	2,559
Tri-Valley Haven for Women Inc	101,210	843	3,402	4,245			105,455	4,245
Women's Refuge	137,462	1,146	4,620	5,766			143,228	5,766
Total – Community Projects	3,036,527	25,304	102,061	127,365	0	0	3,163,892	127,365

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Workforce Investment Board								
Alameda County Office of Education	50,000			0			50,000	0
Chabot Las Positas Community College	310,000			0	210,000		520,000	210,000
City of Berkeley	350,000			0	(150,000)		200,000	(150,000)
City of Berkeley	250,000			0	(250,000)		0	(250,000)
City of Richmond	0			0	300,000		300,000	300,000
Fremont-Newark Community College District	615,000			0	585,000		1,200,000	585,000
Oakland Private Sector Corp.	300,000			0	900,000		1,200,000	900,000
Peralta Community College District	210,000			0	230,000		440,000	230,000
Tri-City Health Center	187,000			0	(187,000)		0	(187,000)
Vallecitos CET Inc.	390,000			0	(390,000)		0	(390,000)
Vallecitos CET Inc.	97,000			0	(22,000)		75,000	(22,000)
Veterans Assistance Center Inc	25,000			0	100,000		125,000	100,000
Total – Workforce Investment Board	2,784,000	0	0	0	1,326,000	0	4,110,000	1,326,000
Refugee Employment Services								
American Viet League	70,000			0	(70,000)		0	(70,000)
American Viet League	7,000			0	(7,000)		0	(7,000)
American Viet League	30,000			0	(30,000)		0	(30,000)
Bay Area Immigrant & Refugee Services	25,000			0	2,000		27,000	2,000
Bay Area Immigrant & Refugee Services	6,000			0	2,000		8,000	2,000
Cambodian Community Development	15,000			0	5,000		20,000	5,000
Catholic Charities	7,000			0	1,000		8,000	1,000
Catholic Charities	80,000			0			80,000	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
East Bay Vietnamese Assn., Inc.	90,000			0			90,000	0
East Bay Vietnamese Assn., Inc.	11,385			0	1,314		12,699	1,314
East Bay Vietnamese Assn., Inc.	38,768			0	6,500		45,268	6,500
East Bay Vietnamese Assn., Inc.	31,587			0			31,587	0
International Rescue Committee	15,000			0	5,000		20,000	5,000
Jewish Family & Children Services of The East Bay	7,000			0	2,500		9,500	2,500
Jewish Family & Children Services of The East Bay	29,275			0	2,000		31,275	2,000
Lao Family Community Development, Inc.	75,000			0			75,000	0
Lao Family Community Development, Inc.	23,000			0	735		23,735	735
Lao Family Community Development, Inc.	29,275			0	7,000		36,275	7,000
Lao Family Community Development, Inc.	7,000			0	2,500		9,500	2,500
Total – Refugee Employment Services	597,290	0	0	0	(69,451)	0	527,839	(69,451)
Other Public Assistance								
Eden I & R, Inc.	17,000			0			17,000	0
Legal Assistance for Seniors, Inc.	100,500			0			100,500	0
Total – Other Public Assistance	117,500	0	0	0	0	0	117,500	0
Total Public Assistance	50,782,609	36,697	150,422	187,119	8,067,335	(2,501,298)	56,535,765	5,753,156
Health Care Services								
Health Care Admin								
ACMC - Skilled Nursing Facility	2,000,000			0			2,000,000	0
Total – Health Care Admin	2,000,000	0	0	0	0	0	2,000,000	0

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Public Health								
Oakland Community Partnership	32,080	0	0	0	0		32,080	0
Total – Public Health	32,080	0	0	0	0	0	32,080	0
Field Nursing								
Alameda County Medical Center	0		0		150,000	0	150,000	
Asian Health Services, Inc.	0	0	0	0	6,000	0	6,000	
Asian Health Services, Inc.	20,000	0	0	0	0		20,000	0
La Clinica de la Raza	0	0	0	0	6,000	0	6,000	
Lifelong Medical Care	0	0	0	0	6,000	0	6,000	
Native American Health Center	0	0	0	0	6,000	0	6,000	
Tiburcio Vasquez Health Center, Inc.	0	0	0	0	6,000		6,000	
Tri-City Health Center	0	0	0	0	6,000	0	6,000	
Valley Community Health Center	0	0	0	0	6,000	0	6,000	
West Oakland Health Council, Inc.	0	0	0	0	6,000	0	6,000	
Total – Field Nursing	20,000	0	0	0	198,000	0	218,000	0
Public Health Family Health Services								
Bananas, Inc.	35,000	289	1,167	1,456	1,456	(1,456)	36,456	1,456
Children's Hospital - Oakland	109,983	909	3,666	4,575	4,575	(4,575)	114,558	4,575
Children's Hospital - Oakland	305,259	405	1,635	2,040	(254,191)	(2,040)	51,068	(254,191)
Through the Looking Glass	15,000	124	500	624	624	(624)	15,624	624
Tri Cities Children's Center	33,732	279	1,124	1,403	1,403	(1,403)	35,135	1,403
Tri Cities Children's Center	0	0	0	0	7,000	0	7,000	
Total – Public Health Family Health Services	498,974	2,006	8,092	10,098	(239,133)	(10,098)	259,841	(246,133)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Community Health Services								
American Lung Association of Alameda County	790,000	0	0	0	0		790,000	0
Community Recovery Services	251,726	0	0	0	6,332	(100,985)	157,073	(94,653)
East Oakland Boxing Association	17,591	0	0	0	444	(7,058)	10,977	(6,614)
Interfaith Prevention Program, Inc.	51,205	0	0	0	1,289	(20,543)	31,951	(19,254)
La Familia Counseling Services	0	0	0	0	73,935	0	73,935	
Total – Community Health Services	1,110,522	0	0	0	82,000	(128,586)	1,063,936	(120,521)
Communicable Disease Services								
Asian Health Services, Inc.	19,470	0	0	0	6,530		26,000	6,530
Bay Area Black Consortium for Quality Healthcare	5,150	0	0	0	258		5,408	258
East Bay Community Recovery Project	49,224	0	0	0	7,869		57,093	7,869
La Clinica de la Raza	66,198	0	0	0	8,802		75,000	8,802
Tiburcio Vasquez Health Center, Inc.	78,290	0	0	0	(38,290)		40,000	(38,290)
Tri-City Health Center	17,845	0	0	0	(17,845)		0	(17,845)
Urban Indian Health Board, Inc.	17,845	0	0	0	(17,845)		0	(17,845)
Valley Community Health Center	47,932	0	0	0	(10,932)		37,000	(10,932)
Total – Communicable Disease Services	301,954	0	0	0	(61,453)	0	240,501	(61,453)
HIV/AIDS Services								
AIDS Project of the East Bay	63,388	528	2,131	2,659	(66,047)		0	(63,388)
Alameda County Medical Center	85,068	2,632	10,615	13,247	243,355		341,670	256,602
Community Care Services	0	0	0	0	14,500		14,500	14,500
East Bay AIDS Center	13,668	0	0	0	(13,668)		0	(13,668)
East Bay Community Recovery Project	9,705	0	0	0	51,629		61,334	51,629

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Eden I & R, Inc.					5,000		5,000	5,000
Lifelong Medical Care	17,363	0	0	0	(17,363)		0	(17,363)
Pacific Center for Human Growth	9,705	0	0	0	(9,705)		0	(9,705)
Perinatal Council	0	0	0	0	12,500		12,500	12,500
The HIV Education & Prevention Project	88,260	0	0	0	0		88,260	0
The HIV Education & Prevention Project	145,000	0	0	0	0		145,000	0
The HIV Education & Prevention Project	232,501	0	0	0	(232,501)		0	(232,501)
Tri-City Health Center	103,160	0	0	0	100,000		203,160	100,000
Tri-City Health Center	243,869	709	2,859	3,568	(112,190)		135,247	(108,622)
Valley Community Health Center	9,705	0	0	0	(9,705)		0	(9,705)
Total – HIV/AIDS Services	1,021,392	3,869	15,605	19,474	(34,195)	0	1,006,671	(14,721)
Mental Health								
AC Mental Health Association	928,122	7,425	31,185	38,610	0	(29,758)	936,974	8,852
AC Network of Mental Health Clients	631,342	4,691	21,201	25,892	0	(19,478)	637,756	6,414
Alameda County Medical Center	22,683,316	179,867	755,439	935,306	(200,000)	(1,223,772)	22,194,850	(488,466)
Ann Martin Children's Center, Inc.	276,325	2,211	9,285	11,496	0	(4,739)	283,082	6,757
Asian Community Mental Health Services	1,988,319	16,558	68,079	84,637	77,501	(53,081)	2,097,376	109,057
Bay Area Community Services, Inc.	2,545,428	20,310	85,301	105,611	61,400	(81,659)	2,630,780	85,352
Berkeley Place, Inc.	541,927	4,335	18,209	22,544	0	(13,613)	550,858	8,931
Bonita House, Inc.	1,430,262	11,383	47,807	59,190	(7,423)	(43,520)	1,438,509	8,247
Building Opportunities for Self-Sufficiency	1,575,811	12,560	52,632	65,192	(9,421)	(45,755)	1,585,827	10,016
CalWORKs-BHCS	547,251	0	0	0	(547,251)		0	(547,251)
Center for Independent Living	42,215	338	1,418	1,756	0	(1,352)	42,619	404

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
City of Fremont	91,538	732	3,076	3,808	41,192		136,538	45,000
Coalition for Alternatives in Mental Health	27,795	222	934	1,156	0	(890)	28,061	266
Crisis Support Services	569,982	4,560	19,151	23,711	0	(18,384)	575,309	5,327
East Bay Agency for Children	1,641,154	11,969	55,104	67,073	0	(47,768)	1,660,459	19,305
East Bay Community Recovery Project	239,305	1,914	8,041	9,955	0	(7,724)	241,536	2,231
Fred Finch Youth Center	2,351,871	17,084	73,800	90,884	(2,500)	(33,033)	2,407,222	55,351
Health and Human Resource Ed Ctr	25,000	750	858	1,608	0	(819)	25,789	789
La Cheim School, Inc.	913,963	7,312	30,709	38,021	0	(14,766)	937,218	23,255
La Clinica De La Raza	1,429,509	11,543	47,567	59,110	(14,017)	(44,825)	1,429,777	268
La Familia Counseling Services	1,384,133	11,014	46,259	57,273	(7,369)	(44,569)	1,389,468	5,335
Lifelong Medical Care	238,576	1,909	8,016	9,925	0	(2,768)	245,733	7,157
Lincoln Child Center	1,406,645	10,471	47,238	57,709	365,680	(37,229)	1,792,805	386,160
Mental Health EPSDT	24,648,747	72,735	298,077	370,812	(608,225)	(126,503)	24,284,831	(363,916)
Oakland Independence Support Center	482,510	3,860	16,212	20,072	0	(158,591)	343,991	(138,519)
Ocadian Care Center	2,248,636	17,989	75,554	93,543	0	(72,043)	2,270,136	21,500
Parental Stress Services, Inc.	877,296	9,089	29,546	38,635	20,431	(16,664)	919,698	42,402
Peers Envisioning and Engaging In Recovery	151,707	0	4,807	4,807	(7,500)	(2,264)	146,750	(4,957)
Portia Bell Hume Behavioral Health	277,850	2,991	9,361	12,352	331,132		621,334	343,484
Schuman-Liles Clinic, Inc.	37,377	0	0	0	(37,377)		0	(37,377)
Seneca Center	3,206,095	24,488	107,686	132,174	242,545	(28,564)	3,552,250	346,155
U. C. Center on Deafness	171,847	1,235	5,769	7,004	0	(5,543)	173,308	1,461
United Advocates for Children Of California	299,157	0	0	0	0	(9,202)	289,955	(9,202)
Urban Indian Health Board, Inc.	55,596	445	1,868	2,313	0	(1,781)	56,128	532

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
West Oakland Health Council, Inc.	1,855,860	14,748	61,942	76,690	(12,354)	(59,412)	1,860,784	4,924
Xanthos, Inc.	224,650	1,797	7,548	9,345	0	(7,219)	226,776	2,126
Total – Mental Health	78,047,117	488,535	2,049,679	2,538,214	(313,556)	(2,257,288)	78,014,487	(32,630)
Alcohol and Drugs								
Adolescent Treatment Centers, Inc.	271,552	2,173	9,125	11,298	0	(8,700)	274,150	2,598
Alameda County Medical Center	882,660	7,116	29,659	36,775	0	0	919,435	36,775
Allied Fellowship Service, Inc.	135,572	0	0	0	0	0	135,572	0
Asian Community Mental Health Services	89,250	714	2,999	3,713	0	(2,859)	90,104	854
Asian Pacific Psychological Services	112,000	896	3,763	4,659	0	(3,588)	113,071	1,071
Bay Area Black Consortium for Quality Healthcare	154,133	1,233	5,179	6,412	0	(4,939)	155,606	1,473
Berkeley Addiction Treatment Svcs, Inc.	802,922	6,471	26,981	33,452	0	(31,962)	804,412	1,490
Bi-Bett Corporation	877,108	6,269	26,895	33,164	0	(61,863)	848,409	(28,699)
Building Opportunities for Self-Sufficiency	40,482	324	1,360	1,684	0	(1,297)	40,869	387
CalWORKs-BHCS	162,760	0	0	0	(137,760)		25,000	(137,760)
Carnales Unidos Reformando Adictos, Inc	736,356	3,597	15,106	18,703	0	(14,404)	740,655	4,299
Community Drug Council , Inc.	489,233	3,914	16,437	20,351	183,766	(15,672)	677,678	188,445
Davis Street Community Center, Inc.	199,528	0	6,651	6,651	0	(6,342)	199,837	309
Drug Court Partnership Program	190,475	0	0	0	(63,094)		127,381	(63,094)
East Bay Asian Youth Center	66,146	529	2,223	2,752	0	(2,119)	66,779	633
East Bay Community Recovery Project	2,057,048	11,480	48,220	59,700	0	(76,470)	2,040,278	(16,770)
Filipinos for Affirmative Action	49,589	397	1,666	2,063	0	(1,589)	50,063	474
Health and Human Resource Ed Ctr	37,295	728	3,059	3,787	53,750	(1,723)	93,109	55,814
Horizon Services, Inc.	2,550,143	19,532	83,800	103,332	(10,993)	(117,121)	2,525,361	(24,782)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Humanistic Alternatives to Addiction	2,157,215	17,398	72,487	89,885	0	(147,174)	2,099,926	(57,289)
Latino Commission On Alcohol And Drug Abuse	1,328,289	10,627	44,632	55,259	0	(42,556)	1,340,992	12,703
Magnolia Recovery Program, Inc.	197,829	0	6,594	6,594	0	(6,329)	198,094	265
Medi-Cal/Perinatal Pending	68,816	551	2,312	2,863	0	(2,204)	69,475	659
New Bridge Foundation, Inc.	1,088,981	6,895	28,963	35,858	0	(27,618)	1,097,221	8,240
New Leaf Counseling Services	127,086	1,017	4,270	5,287	0	(4,097)	128,276	1,190
Proposition 36 Funding	4,128,872	0	0	0	0		4,128,872	0
R.L Gedding Women's Empowerment	126,600	1,013	4,254	5,267	0	(4,056)	127,811	1,211
S.A.A.C.S. Inc.	573,004	4,584	19,253	23,837	0	(18,594)	578,247	5,243
Second Chance, Inc.	1,824,836	13,916	58,201	72,117	0	(50,732)	1,846,221	21,385
Seventh Step Foundation	47,828	0	0	0	0	0	47,828	0
St. Mary's Center	85,989	688	2,889	3,577	0	(2,755)	86,811	822
The Solid Foundation, Inc.	1,272,327	10,178	41,917	52,095	(25,000)	(39,987)	1,259,435	(12,892)
Tri-Valley Community Foundation	60,000	0	2,000	2,000	0	(1,908)	60,092	92
Urban Indian Health Board, Inc.	70,841	567	2,380	2,947	0	(2,269)	71,519	678
Valley Community Health Center	456,440	4,131	15,353	19,484	0	(14,648)	461,276	4,836
West Oakland Health Council, Inc.	3,462,578	27,502	111,335	138,837	(221,833)	(633,456)	2,746,126	(716,452)
Xanthos, Inc.	305,072	2,440	10,250	12,690	0	(9,781)	307,981	2,909
YMCA of the East Bay	173,697	1,390	5,836	7,226	0	(5,565)	175,358	1,661
ZDK, Inc.	1,009,345	8,074	33,914	41,988	50,000	(32,499)	1,068,834	59,489
Total – Alcohol and Drugs	28,469,897	176,344	749,963	926,307	(171,164)	(1,396,876)	27,828,164	(641,733)
County Medical Service Plan								
Alameda County Medical Center	2,606,667	19,797	86,889	106,686			2,713,353	106,686

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Alameda County Medical Center	65,295,520	511,673	2,176,517	2,688,190			67,983,710	2,688,190
Alameda Health Consortium	40,625	318	1,354	1,672		(846)	41,451	826
Asian Health Services, Inc.	959,146	7,506	31,972	39,478		(19,972)	978,652	19,506
Berkeley Women's Health Center	397,439	3,110	13,248	16,358		(8,276)	405,521	8,082
Children's Hospital - Oakland	0			0	45,000		45,000	45,000
City of Berkeley	90,000			0			90,000	0
East Bay Asian Youth Center	0			0	45,000		45,000	45,000
La Clinica de la Raza	270,000			0			270,000	0
La Clinica de la Raza	2,091,578	16,369	69,719	86,088		(43,554)	2,134,112	42,534
Lifelong Medical Care	981,017	7,677	32,701	40,378		(20,428)	1,000,967	19,950
San Lorenzo Unified School District	90,000			0			90,000	0
Tiburcio Vasquez Health Center, Inc.	90,000			0	90,000		180,000	90,000
Tiburcio Vasquez Health Center, Inc.	1,162,594	9,098	38,753	47,851		(24,209)	1,186,236	23,642
Tri-City Health Center	321,866	2,519	10,729	13,248		(6,702)	328,412	6,546
Urban Indian Health Board, Inc.	624,356	4,886	20,812	25,698		(13,001)	637,053	12,697
Valley Community Health Center	762,921	5,971	25,431	31,402		(15,886)	778,437	15,516
West Oakland Health Council, Inc.	1,435,438	11,234	47,848	59,082		(29,891)	1,464,629	29,191
Xanthos, Inc.	180,000			0			180,000	0
Total – County Medical Service Plan	77,399,167	600,158	2,555,973	3,156,131	180,000	(182,765)	80,552,533	3,153,366
Emergency Medical Services								
Alameda County Medical Center	171,000	0	0	0	(171,000)		0	(171,000)
Alameda County Medical Center	0			0	354,070		354,070	354,070
Children's Hospital - Oakland	0			0	354,070		354,070	354,070

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Children's Hospital - Oakland	100,000	0	0	0	0		100,000	0
Children's Hospital - Oakland	1,482,480	0	0	0	0		1,482,480	0
Eden Hospital Medical Center	100,000	0	0	0	0		100,000	0
Eden Hospital Medical Center	0			0	354,070		354,070	354,070
Total – Emergency Medical Services	1,853,480	0	0	0	891,210	0	2,744,690	891,210
Grant Funded Contracts								
African-American Aids Support Svcs. AMASSI	10,000	-	-	-	(10,000)		-	(10,000)
African-American Aids Support Svcs. AMASSI	20,000	-	-	-	(20,000)		-	(20,000)
African-American Aids Support Svcs. AMASSI	144,845	-	-	-	(144,845)		-	(144,845)
African-American Aids Support Svcs. AMASSI	350,020	-	-	-	(350,020)		-	(350,020)
AIDS Alliance	544,781	-	-	-	(252,071)		292,710	(252,071)
AIDS Project of the East Bay	20,000	-	-	-	(10,000)		10,000	(10,000)
AIDS Project of the East Bay	27,900	-	-	-	9,100		37,000	9,100
AIDS Project of the East Bay	491,481	-	-	-	(45,871)		445,610	(45,871)
AIDS Project of the East Bay	854,176	-	-	-	(308,176)		546,000	(308,176)
Alameda County Medical Center	256,670	-	-	-	(256,670)		-	(256,670)
Alameda County Medical Center	594,671	-	-	-	(319,801)		274,870	(319,801)
Alameda County Medical Center	224,884	-	-	-	(24,884)		200,000	(24,884)
Alameda County Medical Center	4,766,383	-	-	-	-		4,766,383	-
Alameda County Medical Center	110,000	-	-	-	2,500		112,500	2,500
Alameda County Medical Center	195,000	-	-	-	-		195,000	-
Alameda County Medical Center	41,400	-	-	-	-		41,400	-
Alameda County Medical Center	74,186	-	-	-	(20,000)		54,186	(20,000)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Alameda County Medical Center	-	-	-	-	7,500		7,500	7,500
Alameda Health Consortium	10,000	-	-	-	3,960		13,960	3,960
Alameda Health Consortium	100,470	-	-	-	(2,190)		98,280	(2,190)
Alameda Healthcare Foundation	-	-	-	-	33,150		33,150	33,150
American Lung Association of Alameda County	24,250	-	-	-	(20,150)		4,100	(20,150)
American Lung Association of Alameda County	11,000	-	-	-	9,000		20,000	9,000
Ark of Refuge	149,956	-	-	-	11,739		161,695	11,739
Ark of Refuge	-			-	-		-	-
Ark of Refuge	-			-	-		-	-
Asian Health Services, Inc.	2,500	-	-	-	-		2,500	-
Asian Health Services, Inc.	-			-	79,426		79,426	79,426
Bananas, Inc.	-			-	40,000		40,000	40,000
Bay Area Black Consortium for Quality Healthcare	45,000	-	-	-	(45,000)		-	(45,000)
Bay Area Black Consortium for Quality Healthcare	174,715	-	-	-	14,186		188,901	14,186
Bay Area Black Consortium for Quality Healthcare	270,000	-	-	-	(270,000)		-	(270,000)
Bay Area Black Consortium for Quality Healthcare	595,080	-	-	-	25,000		620,080	25,000
Berkeley Community Recovery Center	40,000	-	-	-	-		40,000	-
Berkeley Youth Alternatives	20,317	-	-	-	3,683		24,000	3,683
Bi-Bett Corporation	52,000	-	-	-	-		52,000	-
Big Brothers Big Sisters	36,000	-	-	-	(12,000)		24,000	(12,000)
Cal-PEP	45,000	-	-	-	-		45,000	-
Cal-PEP	-	-	-	-	40,000		40,000	40,000
Cal-PEP	76,840	-	-	-	(25,840)		51,000	(25,840)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Cal-PEP	157,837	-	-	-	23,775		181,612	23,775
Cal-PEP	231,025	-	-	-	16,392		247,417	16,392
Catholic Charities	236,923	-	-	-	15,976	(20,000)	232,899	(4,024)
Chabot Children Center	-			-	8,500		8,500	8,500
Children's Hospital - Oakland	20,250	-	-	-	(12,750)		7,500	(12,750)
Children's Hospital - Oakland	66,282	-	-	-	(23,850)		42,432	(23,850)
City of Berkeley	21,529	-	-	-	-		21,529	-
Community Care Services	-	-	-	-	30,106		30,106	30,106
Crescent Healthcare Inc.	14,763	-	-	-	(6,570)		8,193	(6,570)
East Bay AIDs Center	178,079	-	-	-	7,778		185,857	7,778
East Bay Community Law Center	263,523	-	-	-	(80,291)		183,232	(80,291)
East Bay Community Recovery Project	212,361	-	-	-	(84,412)		127,949	(84,412)
East Oakland Community Project	211,793	-	-	-	(64,741)		147,052	(64,741)
Eden Hospital Medical Center	942,420	-	-	-	-		942,420	-
Eden I & R, Inc.	36,888	-	-	-	(26,118)		10,770	(26,118)
Family Support Services of The Bay Area	62,063	-	-	-	(18,877)		43,186	(18,877)
Haight-Ashbury (Ujima House)	34,586	-	-	-	2,914		37,500	2,914
Haight-Ashbury (Ujima House)	270,000	-	-	-	(270,000)		-	(270,000)
La Clinica de la Raza	8,000	-	-	-	10,000		18,000	10,000
La Clinica de la Raza	21,515	-	-	-	(815)		20,700	(815)
La Clinica de la Raza	27,470	-	-	-	5,162		32,632	5,162
La Clinica de la Raza	78,300	-	-	-	(78,300)		-	(78,300)
La Clinica de la Raza	-			-	80,055		80,055	80,055

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Lao Family Community Development, Inc.	5,378	-	-	-	722		6,100	722
Lifelong Medical Care	80,888	-	-	-	20,000		100,888	20,000
Lifelong Medical Care	122,353	-	-	-	(32,057)		90,296	(32,057)
Lifelong Medical Care	-			-	20,000		20,000	20,000
Male Advocacy In Pregnancy & Parenting	181,114	-	-	-	8,719		189,833	8,719
MBA Center	296,441	-	-	-	(296,441)		-	(296,441)
Pacific Center for Human Growth	16,879	-	-	-	3,011		19,890	3,011
Perinatal Council	-	-	-	-	19,045		19,045	19,045
Planned Parenthood Golden Gate	32,500	-	-	-	3,900		36,400	3,900
Project Open Hand	235,803	-	-	-	(52,762)		183,041	(52,762)
Project Open Hand	-			-	-		-	-
Second Chance, Inc.	31,671	-	-	-	-		31,671	-
Spectrum Community Services	13,294	-	-	-	(1,869)		11,425	(1,869)
Spectrum Community Services	-			-	-		-	-
Students In Business	4,000	-	-	-	12,000		16,000	12,000
The HIV Education & Prevention Project	12,000	-	-	-	(2,000)		10,000	(2,000)
The HIV Education & Prevention Project	12,600	-	-	-	-		12,600	-
The HIV Education & Prevention Project	73,301	-	-	-	123,112		196,413	123,112
The HIV Education & Prevention Project	-			-	16,250		16,250	16,250
Tiburcio Vasquez Health Center, Inc.	82,650	-	-	-	-		82,650	-
To Be Determined-414	17,000	-	-	-	(17,000)		-	(17,000)
To Be Determined-417	100,720	-	-	-	356,192	(56,224)	400,688	299,968
Tri-City Health Center	11,800	-	-	-	66,904		78,704	66,904

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
Tri-City Health Center	14,142	-	-	-	(14,142)		-	(14,142)
Tri-City Health Center	20,000	-	-	-	9,300		29,300	9,300
Tri-City Health Center	63,122	-	-	-	-		63,122	-
Tri-City Health Center	243,860	-	-	-	(31,646)		212,214	(31,646)
Tri-City Health Center	-			-	50,000		50,000	50,000
Tri-City Health Center	-			-	18,750		18,750	18,750
Tri-Valley Community Foundation	-			-	20,000		20,000	20,000
Unallocated Reserve	777,113	-	-	-	(777,113)		-	(777,113)
Unallocated-413	170,004	-	-	-	(170,004)		-	(170,004)
Urban Indian Health Board, Inc.	95,914	-	-	-	(6,000)		89,914	(6,000)
Valley Community Health Center	30,000	-	-	-	(30,000)		-	(30,000)
Valley Community Health Center	42,900	-	-	-	-		42,900	-
Valley Community Health Center	63,884	-	-	-	(63,884)		-	(63,884)
Volunteers of America Bay Area	-	-	-	-	26,244		26,244	26,244
Volunteers of America Bay Area	-	-	-	-	4,166		4,166	4,166
Volunteers of America Bay Area	-	-	-	-	12,000		12,000	12,000
Volunteers of America Bay Area	-	-	-	-	120,000		120,000	120,000
W.O.R.L.D	-			-	5,000		5,000	5,000
West Oakland Health Council, Inc.	11,800	-	-	-	840		12,640	840
West Oakland Health Council, Inc.	20,000	-	-	-	-		20,000	-
West Oakland Health Council, Inc.	42,500	-	-	-	55,200		97,700	55,200
West Oakland Health Council, Inc.	66,090	-	-	-	-		66,090	-
West Oakland Health Council, Inc.	270,000	-	-	-	(270,000)		-	(270,000)

COMMUNITY-BASED ORGANIZATION CONTRACTS

Contractor	FY 2002-03 Contract Amount	FY 2002-03 Annualized COLA	FY 2003-04 Proposed COLA	Total COLA	Other Adjust.	VBB Adjust.	FY 2003-04 Contract Amount	Change from FY 2002-03 Contract
ZDK, Inc.	66,477	-	-	-	(39,294)		27,183	(39,294)
Total – Grant Funded Contracts	16,803,330	-	-	-	(3,157,197)	(76,224)	13,569,909	(3,233,421)
ICPC								
Bananas, Inc.	157,000			0	(157,000)		0	(157,000)
East Bay Asian Youth Center	175,000			0	(75,000)		100,000	(75,000)
Eden Youth Center	162,000			0	(63,253)		98,747	(63,253)
La Familia Counseling Services	329,000			0	(54,000)		275,000	(54,000)
Women's Economic Agenda Project	290,000			0	(140,000)		150,000	(140,000)
Total - ICPC	1,113,000	0	0	0	(489,253)	0	623,747	(489,253)
Total Health Care	208,670,913	1,270,912	5,379,312	6,650,224	(3,114,741)	(4,051,837)	208,154,559	(795,289)
GRAND TOTAL	275,345,797	1,309,630	5,537,888	6,847,518	8,076,054	(7,792,677)	282,676,692	6,851,960

POSITION CHANGE SUMMARY

Position Change Summary Department/Org		2002 - 03 Approved	Mid-Year Adjustment	VBB Adjustments		Final Adjust.	2003 - 04 Budget
				Mgmt.	Non-Mgmt.		
Cultural, Recreation & Education							
360100-21300	County Library	221.37	4.41	0.00	0.00	(3.66)	222.12
	Subtotal	221.37	4.41	0.00	0.00	(3.66)	222.12
Fire Districts							
280111-21602	ALACO Fire	261.00	12.00	0.00	0.00	9.00	282.00
	Subtotal	261.00	12.00	0.00	0.00	9.00	282.00
Flood Control							
270301-21801	Flood Control District	461.45	(0.32)	0.00	0.00	(0.01)	461.12
	Subtotal	461.45	(0.32)	0.00	0.00	(0.01)	461.12
General Government							
100000-10000	Board of Supervisors	30.00	0.00	0.00	0.00	0.00	30.00
110000-10000	County Administrator	41.62	0.00	(1.58)	(0.33)	0.00	39.71
110400-10000	County Administrator EDAB	7.94	0.00	0.00	(0.94)	0.00	7.00
140000-10000	Auditor/Controller	144.00	(5.00)	0.00	(1.00)	0.00	138.00
140300-10000	Auditor/Controller Recorder	73.00	6.00	(1.00)	(1.00)	0.00	77.00
150100-10000	Assessor	189.59	0.00	0.00	0.00	0.00	189.59
160100-10000	Treasurer/Tax Collector	59.88	0.00	0.00	(2.08)	(0.01)	57.79
170100-10000	County Counsel	43.43	2.67	0.00	0.00	(0.01)	46.09
180000-10000	Human Resources	88.45	0.26	(5.68)	(2.42)	1.01	81.62
190100-10000	Registrar of Voters	41.69	0.00	0.00	(0.50)	0.71	41.90
200000-10000	General Services Agency	81.14	2.58	0.00	0.00	0.01	83.73
200500-10000	GSA Veterans Memorial Bldg	2.17	0.00	0.00	0.00	0.00	2.17
200600-10000	GSA Parking Facilities	6.25	0.00	0.00	0.00	0.00	6.25
210100-10000	CORPUS	1.00	0.00	0.00	0.00	0.00	1.00
260000-10000	Community Development Agency	114.96	1.88	0.00	(2.17)	0.01	114.68
120100-10000	Adv Co Resource	0.00	0.00	0.00	0.00	1.00	1.00
260300-22402	CDA-Housing & Comm Devel Grants	11.67	0.33	0.00	0.00	0.00	12.00
260150-22402	CDA-Agri Weights Grants	29.42	2.45	0.00	0.00	0.00	31.87
260250-22402	CDA-Lead Grants	7.58	1.50	0.00	0.00	0.00	9.08
	Subtotal	973.79	12.67	(8.26)	(10.44)	2.72	970.48
Health Care Benefit Assessment							
450111-21901	Emergency Med Svc CSA	18.50	2.75	0.00	0.00	0.25	21.50
450121-21902	Vector Control CSA	25.00	0.00	0.00	0.00	0.00	25.00
	Subtotal	43.50	2.75	0.00	0.00	0.25	46.50
Health Care Services							
350100-10000	HCSA Admin	15.85	3.01	(2.00)	0.00	(0.16)	16.70
350141-10000	Interagency Children's Policy	0.00	0.00	0.00	0.00	2.06	2.06

POSITION CHANGE SUMMARY

				VBB Adjustments			
Position Change Summary Department/Org		2002 - 03 Approved	Mid-Year Adjustment	Mgmt.	Non-Mgmt.	Final Adjust.	2003 - 04 Budget
	Council						
350200-10000	Public Health	411.61	27.39	(10.17)	(31.83)	(2.76)	394.24
350400-10000	Cooperative Extension	1.02	0.58	0.00	0.00	0.00	1.60
350500-10000	Behavioral Care	451.35	11.25	(2.91)	(17.92)	0.02	441.79
350900-22405	Public Health Grants	121.74	(6.12)	0.00	0.00	11.84	127.46
350910-22411	Public Health Advanced Grants	0.00	14.06	0.00	0.00	0.77	14.83
351100-10000	Environmental Health	83.00	0.83	(0.50)	(3.00)	0.00	80.33
351900-22410	Environmental Health Grants	9.25	(1.75)	0.00	0.00	0.00	7.50
Subtotal		1,093.82	49.25	(15.58)	(52.75)	11.77	1,086.51
Internal Service Funds							
380100-31040	Information Technology Department	182.99	17.26	0.00	(2.00)	(1.00)	197.25
390100-31050	Printing Services	13.67	(1.00)	0.00	(2.00)	0.00	10.67
400100-31020	Motor Pool	15.75	0.00	0.00	0.00	0.00	15.75
410100-31030	Building Maintenance	343.29	(29.84)	(1.00)	(13.00)	0.13	299.58
420100-31010	Communications	32.00	2.17	0.00	0.00	0.00	34.17
430100-31061	Risk Management	12.00	1.00	0.00	0.00	1.00	14.00
Subtotal		599.70	(10.41)	(1.00)	(17.00)	0.13	571.42
Lead Abatement							
450101-21903	Lead Abatement CSA	16.50	3.50	0.00	0.00	0.00	20.00
Subtotal		16.50	3.50	0.00	0.00	0.00	20.00
Public Assistance							
320100-10000	Welfare Administration	2,196.64	(11.44)	(47.70)	(52.85)	0.25	2,084.90
320200-10000	Aging	10.25	0.50	0.00	0.00	0.00	10.75
320700-10000	ICPC	1.76	0.31	0.00	0.00	(2.07)	0.00
330100-10000	Department of Child Support Services	291.17	8.93	0.00	0.00	0.00	300.10
320400-22404	Workforce Investment Board	43.03	0.00	0.00	0.00	0.00	43.03
Subtotal		2,542.85	(1.70)	(47.70)	(52.85)	(1.82)	2,438.78
Public Protection							
220100-10000	Public Defender	203.74	0.01	(7.75)	(2.00)	0.00	194.00
230100-10000	District Attorney	266.90	65.85	(9.58)	(11.42)	0.00	311.75
230900-22403	District Attorney Grants	38.77	(38.77)	0.00	0.00	0.00	0.00
240100-10000	Grand Jury	1.25	0.00	0.00	0.00	0.00	1.25
250100-10000	Probation Administration	58.29	(6.00)	0.00	0.00	3.01	55.30
250200-10000	Probation – Adult	159.67	0.00	0.00	0.00	(12.00)	147.67
250300-10000	Probation Juvenile Field Services	186.04	1.00	0.00	0.00	(2.16)	184.88
250400-10000	Probation Juvenile Institutions	317.62	5.01	(1.92)	(31.79)	4.59	293.51
250900-22406	Probation Grants	25.00	6.00	0.00	0.00	0.00	31.00

POSITION CHANGE SUMMARY

Position Change Summary Department/Org		2002 - 03 Approved	Mid-Year Adjustment	VBB Adjustments Mgmt.	Non-Mgmt.	Final Adjust.	2003 - 04 Budget
290100-10000	Sheriffs Administration	121.00	10.00	0.00	(12.00)	(2.00)	117.00
290300-10000	Sheriffs Countywide Services	151.00	4.00	0.00	0.00	0.00	155.00
290361-10000	Countywide Consolidated Dispatch	36.00	0.00	0.00	(2.00)	0.00	34.00
290381-10000	Co Wide - Court Security	142.00	3.00	0.00	0.00	0.00	145.00
290500-10000	Sheriffs Detention & Corrections	727.15	(28.00)	(1.00)	(22.08)	16.08	692.15
290600-10000	Sheriffs Law Enforcement	400.83	28.00	0.00	(19.50)	6.67	416.00
290900-22408	Sheriff Grants	1.00	(1.00)	0.00	0.00	0.00	0.00
340100-10000	Welfare Fraud Investigation	39.50	(1.00)	(9.42)	(1.00)	0.00	28.08
	Subtotal	2,875.76	48.10	(29.67)	(101.79)	14.20	2,806.60
Flood Control - Zone 7							
270721-21873	Zone 7 Water Facilities	95.71	4.00	0.00	0.00	(99.71)	0.00
270722-21873	Water Enterprise	0.00	0.00	0.00	0.00	100.71	100.71
	Subtotal	95.71	4.00	0.00	0.00	1.00	100.71
	Total	9,185.45	124.25	(102.21)	(234.83)	33.59	9,006.25

COUNTY OF ALAMEDA CALIFORNIA

COUNTY ADMINISTRATOR'S OFFICE

Susan S. Muranishi, County Administrator *Donna Linton, Assistant County Administrator*

June 16, 2003

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

Dear Board Members:

SUBJECT: 2003-04 FINAL BUDGET ADJUSTMENTS

RECOMMENDATION:

That your Board approve the final adjustments detailed in the Attachment and authorize the Auditor-Controller to make other technical adjustments, including the use of additional Fiscal Management Reward Program savings based on your Board's final deliberations.

DISCUSSION/SUMMARY:

This letter transmits recommendations for final budget adjustments, including items approved by your Board subsequent to development of the Maintenance of Effort budget and other technical adjustments.

The Attachment includes adjustments which result in increased appropriations and revenue in the General/Grant Funds of $6,882,213 with **no change in net county cost** and an increase of 9.51 full-time equivalent positions. The increase in appropriation and revenue is primarily due to an adjustment in Behavioral Health for the Telecare contract augmentation for a Crisis Stabilization Unit and Short Term Rehabilitation Unit approved by your Board on June 3, 2003 and grant fund increases. The Library Fund adjustments result in a decrease of $306,705 with no change in net county cost, and a decrease of 3.67 full-time equivalent positions. The changes reflect increased funding for annualized Board-approved adjustments and technical budget adjustments. The total budget for all funds increases from $1,911.8 million to $1,918.4 million.

Changes to Internal Service Funds include decreased appropriations and revenue of $1,564,856, with no change in net county cost and an increase of 0.14 full-time equivalent positions. Special District Funds include increased appropriation and revenue of $974,145 and 10.25 full-time equivalent positions.

	Appropriation	Revenue	Net	FTE
General/Grant Funds	$6,882,213	$6,882,213	$0	9.51
Library Fund	($306,705)	($306,705)	$0	(3.67)
Other Funds	($590,711)	(590,711)	$0	10.39
Total All Funds	$5,984,797	$5,984,797	$0	16.23

FINANCING:

These adjustments do not increase net county costs.

Very truly yours,

Susan Muranishi

Susan S. Muranishi
County Administrator

SSM:LJB
c: Agency/Department Heads

ATTACHMENT

Org #	Department	Description	Account	Amount
General/Grant Funds				
100000	Board of Supervisors	Mid-year adjustment for Information Technology services (R-2003-353, 2/25/03)	610000	($720)
			630061	$720
			Net	$0
120100	Art Commission	Technical adjustment due to conversion of contractor to employee	600000	$101,584
			610000	($101,584)
			Net	$0
			FTE	1.00
180000	Human Resource Services	Mid-year adjustment for Information Technology services (R-2003-353, 2/25/03)	610000	($11,820)
			630061	$11,820
			Net	$0
180000	Human Resource Services	Technical adjustment due to classification actions	600000	($4,028)
			610000	$4,028
			Net	$0
			FTE	1.00
190100	Registrar of Voters	Technical adjustment due to classification actions	600000	($12,930)
			610000	$12,930
			Net	$0
			FTE	(0.29)
190100	Registrar of Voters	Transfer of position from Information Technology Department	600000	$114,195
			630061	($114,195)
			Net	$0
			FTE	1.00
200700	Capital Projects	Adjustment for contract to retrofit Courthouse and Administration buildings (R-2003-552, 6/3/03)	650011	$144,269
			485110	$144,269
			Net	$0
220100	Public Defender	Adjustment to reflect accrual of State revenues	600000	$143,000
			451210	$143,000
			Net	$0
230100	District Attorney	Adjustment to reflect accrual of State revenues	600000	$533,000
			451210	$533,000
			Net	$0
250100	Probation Administration	Technical adjustment due to classification actions and transfer of positions between Probation budgets	600000	$292,118
			610000	$12,547
			Net	$304,665
			FTE	3.00
250200	Probation - Adult	Technical adjustment due to classification actions and transfer of positions between Probation budgets	600000	($109,246)
			Net	($109,246)
			FTE	(1.00)
250300	Probation - Juvenile	Technical adjustment due to classification actions and transfer of positions between Probation budgets	600000	($195,419)
			Net	($195,419)
			FTE	(2.00)
290100	Sheriff - Administration	Mid-year adjustment for Information Technology services (R-2003-353, 2/25/03)	610000	($2,556)
			630061	$2,556
			Net	$0
290100	Sheriff - Administration	Mid-year adjustment for the California Law Enforcement Equipment Program grant (R-2003-439, 4/15/03)	610000	($5,592)
			630041	$5,592
			Net	$0

Org #	Department	Description	Account	Amount
290100	Sheriff - Administration	Technical adjustment due to classification actions	600000	($15,352)
			610000	$15,352
			Net	$0
			FTE	(1.00)
290500	Sheriff - Detention & Corr.	Technical adjustment due to classification actions and transfer of positions between Sheriff budgets	600000	($494,170)
			610000	$123,564
			Net	($370,606)
			FTE	(5.00)
290600	Sheriff - Law Enforcement Svc	Technical adjustment due to classification actions and transfer of positions between Sheriff budgets	600000	$385,743
			461210	$15,137
			Net	$370,606
			FTE	3.00
290600	Sheriff - Law Enforcement Svc	Mid-year adjustment for the California Law Enforcement Equipment Program grant (R-2003-439, 4/15/03)	610000	($4,752)
			630041	$4,752
			Net	$0
320100	SSA - Administration	Mid-year adjustment for Information Technology services (R-2003-353, 2/25/03)	610000	($720)
			630061	$720
			Net	$0
320100	SSA - Administration	Mid-year adjustment for CalWIN project (R-2003-473, 4/29/03)	630061	$207,168
			452010	$207,168
			Net	$0
320100	SSA - Administration	Technical adjustments due to classification actions	600000	($33,027)
			610000	$33,027
			Net	$0
			FTE	(0.69)
320100	SSA - Administration	Mid-year adjustment to add pay units for a position in Children & Family Services (R-2003-332, 2/25/03)	600000	$79,836
			610000	($79,836)
			Net	$0
			FTE	0.89
320100	SSA - Administration	Mid-year adjustment to lease modification at Edgewater Drive (Board approved 2/25/03)	630051	$92,186
			610000	($92,186)
			Net	$0
320200	SSA - Adult & Aging	Mid-year adjustment for an InfoVan to provide senior services (R-2003-546, 6/3/03)	610000	($6,192)
			630041	$6,192
			Net	$0
320400	Workforce Investment Board	Technical adjustment due to classification actions	600000	$2,135
			610000	($2,135)
			Net	$0
320700	Interagency Children's Policy Council	Transfer of program from Social Services Agency to Health Care Services Agency	600000	($144,889)
			610000	($902,289)
			630081	($832)
			456010	($748,781)
			Net	($299,229)
			FTE	(2.07)
350100	HCSA Administration	Technical adjustment due to classification actions	600000	($15,892)
			610000	$15,892
			Net	$0
			FTE	(0.17)
350100	HCSA Administration	Mid-year adjustment for lease modification at Fairway Drive (R-2003-334, 2/25/03)	610000	($336,560)
			630051	$336,560
			Net	$0

Org #	Department	Description	Account	Amount
350141	Interagency Children's Policy Council	Transfer of program from Social Services Agency to Health Care Services Agency	600000	$144,889
			610000	$902,289
			630081	$832
			456010	$748,781
			Net	$299,229
			FTE	2.06
350200	Public Health	Technical adjustment due to classification actions	600000	($15,970)
			610000	$15,970
			Net	$0
			FTE	(1.09)
350200	Public Health	Acceptance of allocation from Federal Emergency Mgmt Services (R-2003-385, 3/18/03)	610000	$2,748
			640000	$519
			479990	$3,267
			Net	$0
350200	Public Health	Technical adjustment for City of Berkeley dental agreement	600000	$15,292
			479990	$15,292
			Net	$0
			FTE	0.25
350200	Public Health	Adjustment to reflect elimination of the Community Health Services Dental-CHIF program for 2003-04 (R-2003-442, 4/15/03)	600000	($5,902)
			479990	($5,902)
			Net	$0
			FTE	(0.08)
350200	Public Health	Mid-year adjustment for contract with UCSF for nutrition services (R-2003-443, 4/15/03)	610000	$563
			479990	$563
			Net	$0
350200	Public Health	Mid-year adjustment for Family Health Services, Maternal, Child and Adolescent Health Program (R-2003-469, 4/29/03)	600000	$13,399
			610000	$104,365
			660011	($14,590)
			452120	$152,245
			479990	($49,071)
			Net	$0
350200	Public Health	Acceptance of allocation for Child Health Disability & Prevention Program (R-2003-501, 5/6/03)	600000	($41,183)
			610000	$300,886
			660011	$23,176
			452120	$282,879
			Net	$0
			FTE	(1.08)
350200	Public Health	Mid-year adjustment for California Children's Services Diagnosis, Treatment and Therapy Program (R-2003-521, 5/20/03)	640000	$434,878
			451110	$434,878
			Net	$0
350200	Public Health	Mid-year adjustment for California Children's Services administration/ Medi-Cal program (R-2003-560, 6/3/03)	600000	($59,088)
			610000	$233,365
			660011	($13,062)
			452120	$534,340
			479990	($373,125)
			Net	$0
			FTE	(0.83)
350200	Public Health	Acceptance of Ryan White Title I grant (R-2003-560, 6/3/03)	610000	($32,891)
			479990	($32,891)
			Net	$0
350200	Public Health	Agreement with Oakland for the Homeless Families Project (R-2003-559, 6/3/03)	610000	($5,709)
			479990	($5,709)
			Net	$0

Org #	Department	Description	Account	Amount
350200	Public Health	Adjustments for the Health Care for the Homeless Program (R-2003-518, 5/20/03)	610000	($4,540)
			479990	($4,540)
			Net	$0
350500	Behavioral Health	Acceptance of Safe and Drug Free Schools grant for expansion of Youth Development Programs (R-2003-460, 4/29/03)	600000	$16,234
			456110	$16,234
			Net	$0
350500	Behavioral Health	Technical adjustment due to classification actions	600000	$22,162
			610000	($22,162)
			Net	$0
350500	Behavioral Health	Mid-year adjustment for master contract with Telecare Corporation (R-2003-578, 6/3/03)	610000	$3,034,674
			452120	$2,146,221
			463050	$888,453
			Net	$0
350900	Public Health Grants	Acceptance of State Trauma Care allocation (R-2003-502, 5/6/03)	610000	$88,479
			452120	$88,479
			Net	$0
350900	Public Health Grants	Agreement for Public Health Preparedness and Response to Bioterrorism (R-2003-514, 5/20/03	600000	$1,044,095
			610000	$576,391
			479990	$1,620,486
			Net	$0
			FTE	11.67
350900	Public Health Grants	Agreement with Oakland for the Homeless Families Project (R-2003-559, 6/3/03)	600000	$59,592
			610000	($40,960)
			640000	($19,477)
			459520	($845)
			Net	$0
			FTE	0.83
350900	Public Health Grants	Adjustments for the Health Care for the Homeless program (R-2003-518, 5/20/03)	600000	($135,265)
			610000	($35,271)
			456120	$104,621
			479990	($275,157)
			Net	$0
			FTE	(1.67)
350900	Public Health Grants	Technical adjustment due to classification actions	600000	$54,539
			610000	($54,539)
			Net	$0
			FTE	1.00
350900	Public Health Grants	Acceptance of Ryan White Title I grant (R-2003-560, 6/3/03)	610000	($144,905)
			456120	($144,905)
			Net	$0
350910	Public Health Adv. Grants	Technical adjustment due to classification actions	600000	$48,177
			610000	($48,177)
			Net	$0
			FTE	0.78
350950	Behavioral Health Grants	Acceptance of Safe and Drug Free Schools grant for expansion of Youth Development Programs (R-2003-460, 4/29/03)	610000	$183,766
			456120	$183,766
			Net	$0
350950	Behavioral Health Grants	Contract augmentation for ZDK, Inc. for methadone maintenance services (R-2003-520, 5/20/03)	610000	$50,000
			452120	$24,825
			456120	$25,175
			Net	$0
351100	Environmental Health	Technical adjustment due to classification actions	600000	$38,713
			610000	($38,713)
			Net	$0

Org #	Department	Description	Account	Amount
351900	Environmental Health Grants	Acceptance of Waste Tire Enforcement grant	610000	$210,060
		(Board approved 6/3/03)	452120	$210,060
			Net	$0
Total	**General/Grant Funds**		**Appropriation**	**$6,882,213**
			Revenue	**$6,882,213**
			Net	**$0**
			FTE	**9.51**
Library Fund				
360100	Library	Amendment to contract with the City of Fremont	600000	($230,944)
		(R-2003-335, 2/25/03)	610000	($25,797)
			469990	($256,741)
			Net	$0
			FTE	(3.67)
360100	Library	Reduced California State Library grant award	610000	($2,442)
		(R-2003-373, 3/4/03)	454900	($2,442)
			Net	$0
360100	Library	Technical adjustment to reflect loss of State aid	610000	($47,522)
			454900	($230,371)
			459520	$82,185
			469990	$114,479
			AFB	($13,815)
			Net	$0
Total	**Library Fund**		**Appropriation**	**($306,705)**
			Revenue	**($306,705)**
			Net	**$0**
			FTE	**(3.67)**
Internal Service Funds				
380100	Information Technology Depart.	Transfer position to the Registrar of Voters	600000	($114,195)
			470160	($114,195)
			Net	$0
			FTE	(1.00)
380100	Information Technology Dept.	Mid-year adjustment for IT services to various departments	610000	$51,216
		(R-2003-353, 2/25/03)	470160	$51,216
			Net	$0
380100	Information Technology Dept.	Adjustment for services for Superior Court	610000	$14,400
		(R-2003-448, 4/15/03)	470160	$14,400
			Net	$0
380100	Information Technology Dept.	Adjustment for services to General Services Agency	610000	$2,676
		(R-2003-472, 4/29/03)	470160	$2,676
			Net	$0
380100	Information Technology Dept.	Mid-year adjustment for CalWIN project	610000	$207,168
		(R-2003-473, 4/29/03)	470160	$207,168
			Net	$0
380100	Information Technology Dept.	Adjustment for services to the Children & Families Commission	610000	$8,040
		(R-2003-565, 6/3/03)	470160	$8,040
			Net	$0
380100	Information Technology Dept.	Adjustment for services to the U.S Department of Treasury	610000	$3,984
		(R-2003-566, 6/3/03)	470160	$3,984
			Net	$0

Org #	Department	Description	Account	Amount
400100	Motor Vehicle Department	Technical adjustment due to classification actions	600000	($3,428)
			610000	$3,428
			Net	$0
400100	Motor Vehicle Department	Mid-year adjustment for the California Law Enforcement Equipment Program grant (R-2003-439, 4/15/03)	610000	$10,344
			441310	$10,344
			Net	$0
400100	Motor Vehicle Department	Mid-year adjustment for Information Technology services (R-2003-353, 2/25/03)	610000	($5,400)
			630061	$5,400
			Net	$0
400100	Motor Vehicle Department	Mid-year adjustment for Information Technology services (R-2003-472, 4/29/03)	610000	($216)
			630061	$216
			Net	$0
400100	Motor Vehicle Department	Mid-year adjustment for an InfoVan to provide senior services (R-2003-546, 6/3/03)	610000	$6,192
			441310	$6,192
			Net	$0
410100	Building Maintenance	Technical adjustment due to classification actions	600000	$9,115
			610000	($9,115)
			Net	$0
			FTE	0.14
410100	Building Maintenance	Mid-year adjustment for lease modification at Fairway Drive (R-2003-334, 2/25/03)	610000	$336,560
			441010	$336,560
			Net	$0
410100	Building Maintenance	Mid-year adjustment to lease modification at Edgewater Drive (Board approved 2/25/03)	610000	$92,146
			441010	$92,146
			Net	$0
410100	Building Maintenance	Mid-year adjustment for Information Technology services (R-2003-472, 4/29/03)	610000	($2,460)
			630061	$2,460
			Net	$0
410100	Building Maintenance	Adjustment for lease with 1st United Services Credit Union for office space at 1225 Fallon Street (R-2003-579, 6/3/03)	610000	$18,000
			479990	$18,000
			Net	$0
430100	Risk Management	Mid-year adjustment for Information Technology services (R-2003-353, 2/25/03)	610000	($720)
			630061	$720
			Net	$0
430100	Risk Management	Addition of pay units for HIPAA privacy officer position funded within existing budget	FTE	1.00
430100	Risk Management	Technical adjustment due to withdrawal of Superior Court from County's risk management program	610000	($207,418)
			640000	($1,993,969)
			470160	($2,201,387)
			Net	$0
Total	**Internal Service Funds**		**Appropriation**	**($1,564,856)**
			Revenue	**($1,564,856)**
			Net	**$0**
			FTE	**0.14**
Special Funds & Districts				
270301	Public Works	Technical adjustment due to classification actions	600000	($28,023)
			610000	$28,023
			Net	$0

Org #	Department	Description	Account	Amount
270721	Zone 7	Technical adjustment to transfer to new budget unit to meet reporting requirements	600000	($10,922,135)
			610000	($24,579,536)
			630021	($3,760)
			630031	($14,212)
			630041	($14,350)
			630061	($17,592)
			630071	($2,761)
			630081	($163,568)
			640000	($526,503)
			650031	($244,000)
			660011	$3,688,290
			670011	($8,000,000)
			440110	($625,000)
			440310	($3,000)
			441010	($31,000)
			451210	($1,000)
			470160	($23,310,000)
			479990	($34,000)
			AFB	($16,796,127)
			Net	$0
			FTE	(99.71)
270722	Zone 7	Technical adjustment to transfer to new budget unit to meet reporting requirements	600000	$10,922,135
			610000	$24,579,536
			630021	$3,760
			630031	$14,212
			630041	$14,350
			630061	$17,592
			630071	$2,761
			630081	$163,568
			640000	$526,503
			650031	$244,000
			660011	($3,688,290)
			670011	$8,000,000
			440110	$625,000
			440310	$3,000
			441010	$31,000
			451210	$1,000
			470160	$23,310,000
			479990	$34,000
			AFB	$16,796,127
			Net	$0
			FTE	99.71
270722	Zone 7	Additional Water Facilities Supervisor position (Zone 7 Board approved 2/19/03)	600000	$116,469
			610000	($116,469)
			Net	$0
			FTE	1.00
280101	Fire Zone 1	Technical adjustment to reflect estimated fund balance	650031	($200,000)
			AFB	($200,000)
			Net	$0
280111	Fire Department	Additional positions for new engine company in Dublin	FTE	9.00
280111	Fire Department	Technical adjustment to reflect transfer from designation	600000	$12,324
			610000	$598,877
			640000	$55,658
			412010	($79,000)
			413010	$75,000
			415010	$5,000
			415030	($1,000)
			469990	$66,859
			Designation	$600,000
			Net	$0

Org #	Department	Description	Account	Amount
280121	Fire Zone 2	Technical adjustment to reflect estimated fund balance	610000	$12,000
			489989	$12,000
			Net	$0
280131	Fire Zone 3	Technical adjustment to reflect estimated fund balance	610000	$250,000
			AFB	$250,000
			Net	$0
280141	Fire Zone 4	Technical adjustment to reflect estimated fund balance	610000	$32,000
			AFB	$32,000
			Net	$0
450111	Emergency Medical Services	Technical adjustment due to classification actions	600000	$24,971
			610000	($24,971)
			Net	$0
			FTE	0.25
450111	Emergency Medical Services	Adjustments based on cost-of-living increase for supplemental	610000	$213,286
		assessment rates	460200	$213,286
			Net	$0
Total	**Special Funds & Districts**		**Appropriation**	**$974,145**
			Revenue	**$974,145**
			Net	**$0**
			FTE	**10.25**

GLOSSARY OF BUDGET TERMS

ACCOUNT	A line item classification of expenditure or revenue. Example: “Office Expense” is an account in the category of “Services & Supplies”
ACTIVITY	A component of a budget unit which performs a specific identifiable service. Example: Juvenile Supervision is an activity within the budget unit of Juvenile Probation. A budget unit may consist of one activity or several activities
AGENCY	Several departments grouped into a single organization providing a common set of services
ALCOLINK	Alameda County Linked Information Network is an integrated suite of financial and human resource software applications
APPROPRIATION FOR EXPENDITURE	An authorization granted by the Board to make expenditures and incur for specific purposes
ASSESSED VALUATION	A value set upon real estate or other property as a basis for levying taxes
AUTHORIZED POSITIONS	Positions approved by Board of Supervisors and provided for in the County Salary Ordinance
AVAILABLE FINANCING	All monies available for financing with the exception of encumbered reserves or general reserves
AVAILABLE FUND BALANCE	That portion of the fund balance which is free and unencumbered and available for financing expenditures and other funding requirements
BUDGET	A multi-purpose financial entity accounting for expenditures and available financing for a specific purpose and time period, usually one year
BUDGET UNIT	The lowest entity in the budget hierarchy including all accounts for which a legal appropriation is approved by the Board of Supervisors. A department or agency may have one or more budget units assigned to it. Each budget unit is a collection of line item accounts necessary to fund a certain division or set of goal-related functions

BUDGETED POSITIONS (FULL-TIME EQUIVALENT)	The number of full-time equivalent positions to be funded in the budget (12 months, 261 days, and 1958 hours all equal 1.00 budgeted position). Budgeted positions should not be confused with "authorized" positions which are positions authorized in the Salary Ordinance which may or may not be funded in the budget
BUSINESS LICENSE TAX	A local tax established by the Board of Supervisors on businesses operating within the unincorporated areas of Alameda County. Revenues from this tax are used to fund services provided in the unincorporated areas
CAPITAL PROJECTS	A program itemizing the County's acquisition, construction and improvements to buildings and land assets
CBO	Community Based Organization - Organizations based in our communities that provide County services by contract. Primarily in Health Care, Social Services and Probation
COLA	Cost-of-living adjustment
CONTINGENCY	An amount appropriated for unforeseen funding requirements
COST CENTER	A financial unit within a budget unit which accounts for expenditures for a specific purpose
COUNTY SERVICE AREA (CSA)	A dependent special district under the jurisdiction of the Board of Supervisors created to provide a variety of services such as extended police protection and enhanced street lighting and road services; examples are the County's CSA for Emergency Medical Services and Vector Control
COUNTYWIDE FUNDS	The operating funds of the County accounting for expenditures and revenues for Countywide activities
DEPARTMENT	An organizational unit of County government used to group similar program
DEPENDENT SPECIAL DISTRICT	A type of special district which is governed by an existing legislative body, either a city council or a board of supervisors; an example is the County Fire Department

DISCRETIONARY PROGRAM OR SERVICE	Any program or service where the Board of Supervisors may exercise its freedom of choice with respect to the level of spending or the type of service or program provided
ENCUMBRANCE	Funds designated but not yet spent for a specific purpose usually backed by a purchase order, contract, or other commitment which is chargeable to an appropriation
ENTERPRISE FUND	Established to account for the expenditures and means of financing of an activity which is predominantly self-supported by user charges. The County hospitals are Enterprise Funds
EXPENDITURE	The use of funds for a specific purpose
FINAL BUDGET	Final approved spending plan for a fiscal year. The Board of Supervisors is required to adopt a final budget each fiscal year within a specific time period
FISCAL YEAR	Twelve-month period for which a budget is prepared. Alameda County's fiscal year is July 1 to June 30 of each year
FISH & GAME FUND	Accounts for all the fish and game fines collected by the courts. Expenditures from this fund are for game and wildlife propagation
FIXED ASSET	A tangible asset which can be capitalized
FULL-TIME EQUIVALENT (FTE)	The number of full-time equivalent positions to be funded in the budget (12 months, 261 days, and 1958 hours all equal 1.00 budgeted position). Budgeted positions should not be confused with "authorized" positions which are positions authorized in the Salary Ordinance which may or may not be funded in the budget
FUNCTION	A group of related budget units and programs aimed at accomplishing a major service for which County government is responsible. These designations are made by the State Controller. Example: "Public Protection" is a function
FUND	Independent fiscal and accounting entity in which expenditures and available financing balance

FUND BALANCE	The year-end difference between estimated revenues, other means of financing and expenditures and encumbrance
FUNDING GAP	The difference between estimated appropriations for expenditures and available financing
GENERAL FUND	The main operating fund providing general Countywide services
GENERAL OBLIGATION BOND	A bond whose repayment is guaranteed by pledging the assets and revenues of a governmental agency
GENERAL PURPOSE REVENUE	Property taxes and non-program revenues not restricted for a specific purpose. This is also referred to as discretionary revenue
GRANT	A contribution from one governmental unit to another, usually made for a specific purpose and time period
HEALTH CARE/BENEFIT ASSESSMENT	Voter approved assessments for the purpose of financing Countywide services such as Emergency Medical Services and Vector Control Services
INCOME	A term used to represent revenues or the excess of revenues over expenses
INDEPENDENT SPECIAL DISTRICT	A type of special district which is governed by a separate board of directors elected by the districts' own voters; examples are East Bay Regional Parks and Hayward Area Recreation and Parks Districts
INTERNAL SERVICE FUND (ISF)	Consists of organizations created to perform specified services for other County departments on a cost for service basis. The services performed are charged to the using department. Example: Data Processing Department
INTRA FUND TRANSFER (IFT)	A reimbursement budgeted in a budget unit which provides a service to other County departments within the same fund. An intra fund transfer is not considered a revenue; it reduces the gross appropriation
LIBRARY FUND	Accounts for revenues to and expenditures by the Libraries in the unincorporated areas of the County. It is financed by a separate property tax rate

MAINTENANCE OF EFFORT (MOE)	The net county cost requested by agencies/departments needed to continue existing programs, staffing and service levels
MAJOR OBJECT	Unique identification number and title for an expenditure category or means of financing (i.e. Salaries & Employee Benefits, Services & Supplies)
MANDATED PROGRAM/ SERVICE	A required federal or state program or service which a city or county is legally obligated to carry out
OTHER CHARGES	A payment to an agency, institution, or person outside the County Government. Example: "Medi-Cal contributions"
OTHER FINANCING USES	An expenditure category which includes operating transfers between County funds, appropriations for contingency, and increases to County reserves
PROPERTY DEVELOPMENT FUND	Used to account for expenditures and financing for the acquisition of land and capital construction
PROPOSED BUDGET	The budget document proposed to the Board which serves as the basis for public hearings prior to adoption of the final budget
PURCHASE ORDER	Authorizes the delivery of specific goods or services, and incurrence of debt for them. (Processed through Purchasing.)
PUBLIC WAYS & FACILITIES	A program area that includes the Road Fund, Paratransit services and County parking facilities
REAL PROPERTY	Land, structures and improvements
REALIGNMENT	A formula distribution of sales tax and vehicle license fee revenues to counties for various mandated programs
REIMBURSEMENT	Payment received for services/supplies expended for another institution, agency, or person
RESERVE	An amount set aside from the County's operating funds to meet emergency expenditure requirements, capital funding or insurance and liability requirements
RESTRICTED REVENUE	Funds restricted by legal or contractual requirements for specific uses

REVENUE	Funds received from various sources and treated as income to the County which are used to finance expenditures. Examples: property taxes and sales taxes
ROAD FUND	Accounts for expenditures on road, street, and bridge construction and improvement
SALARIES AND EMPLOYEE BENEFITS	Accounts which establish all expenditures for employee-related costs
SALARY SAVINGS	That percentage or dollar amount of salaries which can be expected to be saved due to vacancies and employees receiving less than the top step pay of the classification
SECURED TAXES	Taxes levied on real property in the County which are "secured" by property liens
SERVICES & SUPPLIES	A major object set of line item accounts which provide for the operating expenses of County departments other than staffing, fixed assets or other charges
SPECIAL DISTRICT	Independent unit of local government generally organized to perform a single function. There are six types: single function and multi-function; enterprise and non-enterprise; dependent and independent. Examples: street lighting, flood control and fire departments
SUBVENTION	Costs which originate in the County but are paid for by an outside agency
TAX LEVY	Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation of property
TAX RATE	The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy
UNINCORPORATED AREA	The areas of the County outside city limits
UNRESTRICTED REVENUE	Funds not restricted by legal or contractual requirements for specific uses
UNSECURED TAX	A tax on properties such as office furniture, equipment, and boats which are not located on property owned by the assessee

UTILITY USERS TAX	A local tax established by the Board of Supervisors on utility users in the unincorporated areas of Alameda County. Revenues from this tax are used to fund services provided in the unincorporated areas
VALUES-BASED BUDGETING (VBB)	A method of budgeting which uses a set of shared community-based values and priorities to guide funding decisions

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